New City of Montréal

Budget

2002

New City of Montréal

Initially proposed by the Montréal Transition Committee
and later modified and approved by the Executive Committee
of the new City of Montréal, December 12, 2001

January 1 to December 31, 2002

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Members of the City Council and of the borough councils[1]

Gérald Tremblay
Mayor

BOROUGHS

AHUNTSIC-CARTIERVILLE

o **Beauchamp, Maurice**
(District of Saint-Sulpice)

o **Belleli, Hasmig**
(District of Acadie)

o **Eloyan, Noushig**
(District of Cartierville)

o **Lapointe, Pierre**
(District of Ahuntsic)

o **Polcaro, Achille**
(District of Sault-au-Récollet)

ANJOU

o **Beaupré, Carol**

o **Miranda, Luis**

• **Hénault, Andrée**

BEACONSFIELD/BAIE-D'URFÉ

o **Kemp, Roy A.**

• **Grassby, Florence**
(District of Beaurepaire)

• **Parent, Anne-Marie**
(District of James Morgan)

CÔTE-DES-NEIGES/ NOTRE-DAME-DE-GRÂCE

o **Applebaum, Michael**
(District of Notre-Dame-de-Grâce)

o **Rotrand, Marvin**
(District of Snowdon)

o **Searle, Jeremy**
(District of Loyola)

o **Senécal, Francine**
(District of Côte-des-Neiges)

o **Tremblay, Marcel**
(District of Décarie)

o **Zajdel, Saulie**
(District of Darlington)

CÔTE-SAINT-LUC/HAMPSTEAD/ MONTRÉAL-OUEST

o **Berku, Dida**

o **Libman, Robert**

• **Housefather, Anthony**

DOLLARD-DES-ORMEAUX/ROXBORO

o **Janiszewski, Edward**

o **Zingboim, Howard**

• **Bayouk, Zoe**

DORVAL/L'ÎLE-DORVAL

o **Yeomans, Peter B.**

• **Bourbeau, Robert M.**
(District of Strathmore)

• **Rouleau, Edgar A.**
(District of Désiré-Girouard)

KIRKLAND

o **Meaney John W.**

• **Gibson, Michel**
(District of Côte-Sainte-Marie)

• **MacDonald, Brian B.**
(District of Brunswick)

LACHINE

o **Cowell Poitras, Jane**

o **Dauphin, Claude**

• **Blanchet, Bernard**

LASALLE

o **Barbe, Manon**

o **Deschamps, Richard**

o **Farinacci, Alvaro**

• **Kaluzny, Oksana**
(District of Sault-Saint-Louis)

• **Vadacchino, Michael**
(District of Cecil P. Newman)

L'ÎLE-BIZARD/ SAINTE-GENEVIÈVE/ SAINTE-ANNE-DE-BELLEVUE

o **Cardinal, Jacques**

• **Bélanger, Richard**
(District of Jacques-Bizard)

• **Tierney, Bill**
(District of l'Anse-à-l'Orme)

MERCIER/ HOCHELAGA-MAISONNEUVE

o **Dompierre, Richer**
(District of Maisonneuve)

o **Faust, Lyn**
(District of Louis-Riel)

o **Larivée, Luc**
(District of Hochelaga)

o **Le Duc, Ivon**
(District of Tétreaultville)

o **Saint-Arnaud, Claire**
(District of Longue-Pointe)

MONTRÉAL-NORD

o **Gibeau, Jean-Marc**

o **Infantino, James V.**

o **Parent, Marcel**

• **Fortin, Normand**
(District of Ovide-Clermont

• **Morin, Georgette L.**
(District of Marie-Clarac)

MONT-ROYAL

o **Caron, Suzanne**

• **Carrie, Cliff**
(District of Frederick G. Todd)

• **Stephens, Nicholas**
(District of Rockland)

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[1] In conformity with the act on municipal mergers, certain boroughs are divided into electoral districts. In these cases, the district name is indicated below that of the councillor.

o member of the City Council and of the borough council

• borough councillor

OUTREMONT

○ **Harbour, Stéphane**

● **Cinq-Mars, Marie**
(District of Joseph-Beaubien)

● **Piquette, Claude B.**
(District of Jeanne-Sauvé)

PIERREFONDS/SENNEVILLE

○ **Ward, Bertrand A.**

○ **Worth, Monique**

● **Leblanc, René E.**

PLATEAU-MONT-ROYAL

○ **Fotopulos, Helen**
(District of Mile End)

○ **Poulin, Christine**
(District of Laurier)

○ **Prescott, Michel**
(District of Jeanne-Mance)

○ **Tétrault, Nicolas**
(District of Plateau-Mont-Royal)

POINTE-CLAIRE

○ **McMurchie, Bill**

● **Iermieri, Aldo**
(District of Donegani)

● **Trudeau, Morris**
(District of Valois)

RIVIÈRE-DES-PRAIRIES/ POINTE-AUX-TREMBLES/ MONTRÉAL-EST

○ **Maciocia, Cosmo**
(District of Marc-Aurèle-Fortin)

○ **Minier, Marius**
(District of Pointe-aux-Trembles)

○ **Paul, Colette**
(District of Bout-de-l'Île)

○ **Plante, Michel**
(District of Rivière-des-Prairies)

ROSEMONT/PETITE-PATRIE

○ **Bourque, Pierre**
(District of Marie-Victorin)

○ **Larouche, Denise**
(District of Vieux-Rosemont)

○ **Plante, Jean-François**
(District of Louis-Hébert)

○ **Purcell, François**
(District of Saint-Édouard)

○ **Thibault, Nicole**
(District of Étienne-Desmarteau)

SAINT-LAURENT

○ **DeSousa, Alan**

○ **Dussault, René**

○ **Grundman, Irving**

● **Biron, Michèle D.**
(District of Norman McLaren)

● **Cohen, Maurice**
(District of Côte-de-Liesse)

SAINT-LÉONARD

○ **Bissonnet, Yvette**

○ **Perri, Dominic**

○ **Zampino, Frank**

● **Battista, Mario**
(District of Port-Maurice)

● **Zambito, Robert L.**
(District of Grande-Prairie)

SUD-OUEST

○ **Bousquet, Robert**
(District of Émard)

○ **Hamel, Line**
(District of Louis-Cyr)

○ **Montpetit, Jacqueline**
(District of Pointe-Saint-Charles)

VERDUN

○ **Bossé, Georges**

○ **Dugas, Laurent**

○ **Trudel, Claude**

● **Gallagher, John**
(District of Desmarchais-Crawford)

● **Marotte, Ginette**
(District of Champlain)

VILLE-MARIE

○ **Laramée, Robert**
(District of Saint-Jacques)

○ **Lemay, Martin**
(District of Sainte-Marie)

○ **O'Sullivan-Boyne, Louise**
(District of Peter-McGill)

VILLERAY/ SAINT-MICHEL/ PARC-EXTENSION

○ **Deros, Mary**
(District of Parc-Extension)

○ **Lachance, Sylvain**
(District of Villeray)

○ **Samson, Anie**
(District of Jarry)

○ **Tamburello, Paolo**
(District of Saint-Michel)

○ **Venneri, Frank**
(District of Jean-Rivard)

WESTMOUNT

○ **Marks, Karin**

● **de Castell, John**
(District of Côte-Saint-Antoine)

● **Lulham, Cynthia**
(District of W. D. Lighthall)

The Executive Committee

Gérald Tremblay
Mayor

Frank Zampino
Chairman of the
Executive Committee

Francine Senécal
Vice-chairwoman of the
Executive Committee

Michel Prescott
Vice-chairman of the
Executive Committee

Georges Bossé
Member of the
Executive Committee

Claude Dauphin
Member of the
Executive Committee

Alan DeSousa
Member of the
Executive Committee

Helen Fotopulos
Member of the
Executive Committee

Robert Libman
Member of the
Executive Committee

Cosmo Maciocia
Member of the
Executive Committee

Louise O'Sullivan-Boyne
Member of the
Executive Committee

Peter B. Yeomans
Member of the
Executive Committee

ASSOCIATE COUNCILLORS

Michael Applebaum

Manon Barbe

Suzanne Caron

Stéphane Harbour

Luis Miranda

Marvin Rotrand

Marcel Tremblay

Claude Trudel

The Mayor's Message

The first budget of the new City of Montréal has now been completed. The budget for this fiscal year produced by the Transition Committee resulted mainly from a compilation of previous budgets of the former cities. Having no priorities resulting from a short-, medium- or long-term vision for development, unfortunately it does not reflect the guidelines that our administration intends to apply to the new City of Montréal.

In the present situation, it is obvious that we do not have the time required to overhaul the budget in order to identify our major areas where we plan to take action. Therefore, it is essential that beginning in January, we focus on this task and develop the next budget that will allow us to implement our priorities and realize the full potential of the merger of our municipalities. The Montréal Summit, which will bring together citizens and all the stakeholders involved in developing the new city, will be an opportunity for us to work together to establish our priorities.

Meanwhile, it is necessary to recognize that the economies of scale that were supposed to result from the merger of the island's municipalities will not be attained in the near future. Therefore, in order to successfully balance the sharing of the costs of services in the new city, many taxpayers will be required to make a substantial effort. Even if we believe that in the medium term, the new municipal organization will prove to benefit the entire population of the island, we cannot ignore the significant impact caused by the creation of this new city. Today, this is quite simply inescapable.

If the new metropolis is to fully assume its responsibilities and its role as the engine of the Québec economy, it is clear that it needs a real fiscal autonomy. It must have at its disposal the financial instruments of a mega-city, decrease the importance of property taxes in generating its revenues, make the city more attractive for investors and citizens, as well as maintain and upgrade the quality of its services.

As the Québec government wished to create this new city, it must also wish to recognize Montréal's importance and grant the metropolis all the assistance possible so that it can really succeed. The business plan we have been promoting over the last few months is certainly a solution worth considering to ensure the city's development. We hope the government will recognize its merit. In the name of all Montrealers, we will take all the measures required for it to become our main partner.

Gérald Tremblay
Mayor of the new City of Montréal

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Message from the Chairman of the Executive Committee

Over the past few weeks, several members of the Executive Committee have worked hard to review the Montréal Transition Committee's budget. Although we had very little leeway, we wanted the new City of Montréal's first budget to reflect the commitments that were made to all Montrealers. Therefore some changes were introduced.

In keeping with our announcement, there will be no water user fees in 2002 for taxpayers in the pre-merger municipalities that were not subject to these rates last year. However, in 2002, we are maintaining simplified rates for water and for garbage pick-up and variable property tax rates where in effect in 2001.

The changes to the Transition Committee's budget will translate into lower tax bills for a larger number of ratepayers. With our proposal, more than 61% of residential tax bills and more than 66% of non-residential bills will decrease, compared with the adjusted 2001 tax charges. This shows an improvement over the Transition Committee's budget proposal where the numbers were 54.2% and 64.5% of tax bills, respectively.

As for operating expenditures, we are keeping our promise to reduce public transportation rates for all full-time students 18 to 25 years old. Also, to promote participatory democracy, the modified budget earmarks credits for the creation of the Public Consultation Bureau and the Montréal Summit, which will lead to a consensus regarding strategic planning and priorities of action in a number of areas. Other credits are also earmarked for the Heritage Council and for the Ombudsman. And to emphasize decentralized resource management, amounts are also earmarked for the creation of local standing committees which will support borough councils.

Regarding the capital expenditure program, an in-depth analysis is required regarding the project selection process. For this reason, details of the investment projects will be submitted at the City Council meeting of February 2002.

The city administration plans to discuss, as soon as possible, with the government of Québec, its business plan for new wealth. This plan would improve leeway and increase investments to accelerate development of the new city.

Because there is not enough time to review the budget thoroughly, the other budget measures that were retained involve Transition Committee proposals. To manage responsibly, we need more time to reflect and analyse in order to make the right decisions, in the interest of all Montrealers.

This budget reflects our administration's commitment to control expenditures rigorously and examine revenue more closely. We are aware of the important challenges ahead, and to meet them head-on, we are counting on the participation and co-operation of all the players involved as well as all the employees to help to make the new City of Montréal a true success.

Frank Zampino
Chairman of the Executive Committee

Message from the Director General

Preparing the first budget of a new organization is a complex task requiring a great deal of effort. Considerable work has been put in over the past year to share out the responsibilities among the boroughs and local departments, in keeping with the legislation and with a concern for efficiency.

This budget has enabled us to distribute resources based on new responsibilities. The changes will come into effect on January 1, 2002, and on that date, we will all learn to work together as part of a new organization.

In its first year, the new City of Montréal must overcome a number of challenges. However, Montrealers may count on a management team made up of experienced administrators who have been chosen for their ability to hold strategic positions in the organization. Already, the team is eager to take up this public-service challenge.

The managers' priorities are to maintain services and re-examine the ways we do business, to make city operations more efficient through improved services and management practices, while respecting the independence of each borough.

By giving the new city a lighter administrative structure and a flexible, efficient and streamlined organization, we are laying the foundations for sound and efficient management reflected by the sharing of responsibilities among central units and boroughs.

The success of this great endeavour rests on the hard work and determination of thousands of managers and unionized employees. The greatest and most honourable responsibility of these women and men is to serve 1,800,000 Montrealers. I am confident that these managers, firefighters, policemen or policewomen, manual workers, professionals and office workers, will become the community's most valuable partners and that they will contribute to making this city a success.

This budget is but a first step, and the major issues that will be debated in the coming months will have significant impact on the budget for years to come. We must first complete the integration process for the unionized employees and negotiate the first collective agreements of the new city. We will continue to harmonize administrative procedures with all the energy required. We will also implement the first development stages of an integrated management system, a modern tool that is essential for any enterprise that manages a budget of $3.6 billion and employs some 23,000 individuals.

I would like to emphasize the rigour shown by the managers in developing this first budget. Whether representing the Montréal Urban Community or the municipalities that will soon make up the new city, all showed true co-operation which holds promise for the future.

Guy Coulombe
Director General

The 2002 budget complies with the Loi portant sur la réforme de l'organisation territoriale municipale des régions métropolitaines de Montréal, de Québec et de l'Outaouais (Act to reform the municipal territorial organization of the metropolitan regions of Montréal, Québec and the Outaouais). This law creates 27 new boroughs which will be responsible for the delivery of services in their respective territories in the following domains:

- Local roads;
- Waste removal;
- Culture, recreation and borough parks;
- Local town planning;
- Local economic, community and social development;
- Fire prevention and safety;
- Issuance of permits;
- Derogations from prohibitions on the conversion of a building into condominiums.

The boroughs will be supported by six central operational services whose main responsibilities are the definition of service standards, technical and professional assistance for the provision of services and, to a certain extent, the delivery of services which, because of their targeted clientele, have an impact on the entire territory. More specifically, the six central operational services are responsible for the following areas:

- Development and urban planning;
- Policing;
- Fire prevention;
- Public housing;
- Water filtration;
- Production and distribution of drinking water;
- Collection and recycling of waste;
- Culture, recreation and regional parks;
- Road networks.

This citizen-focused operational structure is supported by five planning and support services: City Clerk's office, legal affairs, real estate assessment, finance, and physical, human and information resources. All fall under the responsibility of the General Administration.

The implementation of this structure required a major review of the organization of work performed throughout the territory. Regarding the territorial organization, 14 former municipalities were merged to create six new boroughs; nine boroughs were created within the territory of the former municipalities of Montréal and Montréal-Est; finally, 12 former municipalities became new boroughs. Generally speaking, the borders of the territories of the former municipalities remain the borders of the new boroughs.

At the same time, the personnel and operations of the Montreal Urban Community and the former City of Montréal are now part of the central services. The Régie intermunicipale de gestion des déchets de l'île de Montréal (RIGDIM) is also dissolved and its activities integrated into the new city. Finally, fire protection services, municipal court operations, management of the new debt and taxation are now integrated and the budgets for these activities are also regrouped. The exception, however, is the operations of municipal courts where the combined budget has not been implemented.

The budget context

The budgetary choices reflect certain objectives, mainly:

- Maintaining the tax load at 2001 levels;
- Containing operating costs by keeping their growth below the anticipated rate of inflation;
- Maintaining the level of services to citizens;
- Containing financing costs.

- Reduction in the global tax load of 0.7% in the residential sector and 0.7% in the non-residential sector.

- Lower taxes for 61.1% of residential accounts and 66.2% of non-residential accounts, compared with restated taxes for 2001.

- Maximum annual increase of 5% in the tax load - excluding those related to debt financing - for former municipalities that are below the target rate ($1.52/$100), and a maximum reduction of 2.65% in the tax load for those above the target rate, with residential and non-residential categories being treated separately.

- Maintenance of water user fees of the former municipalities that charged them in 2001.

- Maintenance of waste collection user fees in the eight former towns that charged them in 2001.

- Increase in the City's contribution to the Société de transport de Montréal to allow for a reduction in the cost of a monthly CAM (carte autobus-métro) card for full-time students aged 18 to 25 .

- Allocation of budget funds for the implementation of public consultation proceedings.

- Restatement of tax revenues of the 15 municipalities that used surpluses from previous fiscal years to balance their budgets in 2001, where the amount was above the average of those used in the previous five years, in compliance with the law (Appendix 1 of Bill 170, Article 150.6).

- Repayment of debts and actuarial deficits of pension plans of the former municipalities by their respective contributors.

- Independent treatment of tax-load variations between taxpayers in the residential and non-residential sectors. No transfers between these two large sectors.

- Abolition of the special tax that had been imposed in the former City of Montréal.

- Maintenance of the surtax on serviced vacant land in the former municipalities where it was levied in 2001.

- Gradual introduction, at 20% of the general property-tax rate, of the surtax on serviced vacant land in the former municipalities in which it was not imposed in 2001.

- Abolition of the surtax on non-serviced vacant land in the 16 former municipalities in which it was imposed in 2001.

Highlights of the 2002 budget

Tax revenues

Main parameters for 2002

- Continuation of averaging of variations in property-tax values in the following seven former municipalities: Côte-Saint-Luc, Lachine, LaSalle, Montréal, Saint-Léonard, Verdun and Westmount.
- Imposition of the following taxes and fees:

For the residential category

- **General property tax**
  - Base rate: specific to each sector, converging towards a common rate in a maximum of 10 years.
  - Debt rate: specific to each sector and to be eliminated more or less over the long term.
- **Variable rate in the former cities of Montréal, Montréal-Nord and Westmount**
  - Buildings of five dwellings and less.
  - Buildings of six dwellings and more.
- **Water user fees**
  - Maintenance of rates, with some simplifications, in the former municipalities where such rates were imposed in 2001. Takes into account averaging for Côte-Saint-Luc. No specific fees in the former municipalities of Dorval, Montréal, Outremont and Westmount.
- **Waste collection fees**
  - Maintenance of rates in the eight former municipalities in which such rates were imposed in 2001: Beaconsfield, Lachine, LaSalle, Outremont, Pierrefonds, Sainte-Geneviève, Saint-Léonard and Verdun.

For the non-residential category

- **Property tax**
  - General property tax: identical to that imposed in the residential sector
  - Tax on non-residential buildings: specific to each sector, converging toward a common rate in a maximum of 10 years.
- **Varying rates in the former cities of Montréal, Montréal-Nord and Westmount**
- **Business tax**
  - Maintenance of rates in the 10 former towns where they were imposed in 2001.
- **Water user fees**
  - Maintenance of fees, with some simplifications, in the former municipalities in which such rates were imposed in 2001. Takes into account averaging for Côte-Saint-Luc. No specific fees in the former municipalities of Dollard-des-Ormeaux, Dorval, Hampstead, L'Île-Dorval, Pointe-Claire, Senneville and Westmount.
- **Waste collection fees**
  - Maintenance of rates in the eight former municipalities in which such rates were imposed in 2001: Beaconsfield, Lachine, LaSalle, Outremont, Pierrefonds, Sainte-Geneviève, Saint-Léonard and Verdun.

For serviced vacant land

- **Surtax**
  - Equal to the general property-tax rate in the 21 former municipalities that imposed it in 2001.
  - Equal to 20% of the general property-tax rate in the former municipalities that did not impose it in 2001.
- **Varying rates in the former cities of Montréal, Montréal-Nord and Westmount**

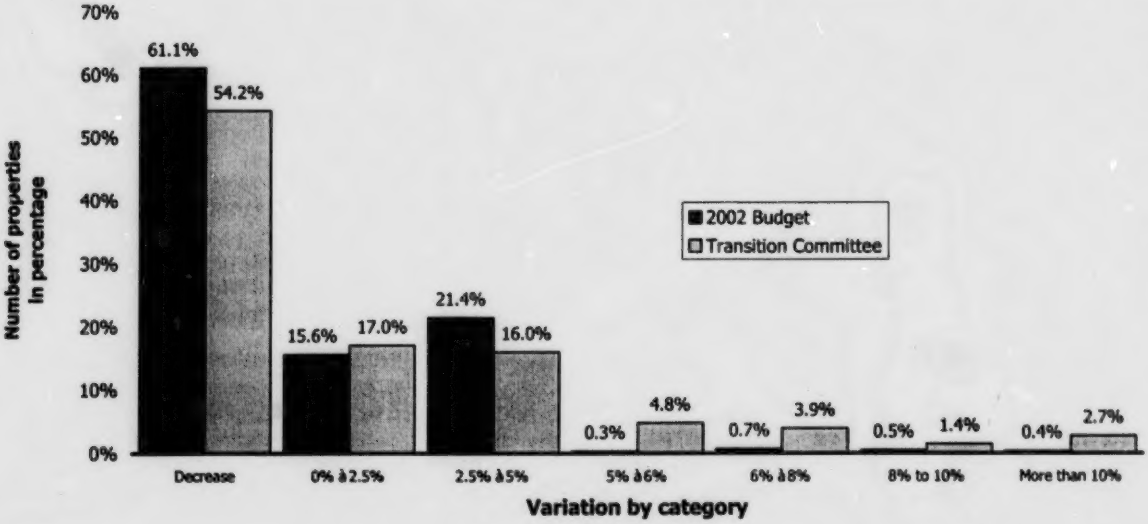
Taxes

Residential sector

- The tax load for the residential sector declines by 0.7%, compared with restated taxes for 2001.
- 61.1% of tax bills are lower.
- 15.6% of tax bills increase between 0% and 2.5%.
- 21.4% of tax bills increase between 2.5% and 5%.
- 1.9% of tax bills increase by more than 5%.

Variation in tax loads 2002 vs 2001 restated
New City of Montréal

Residential buildings



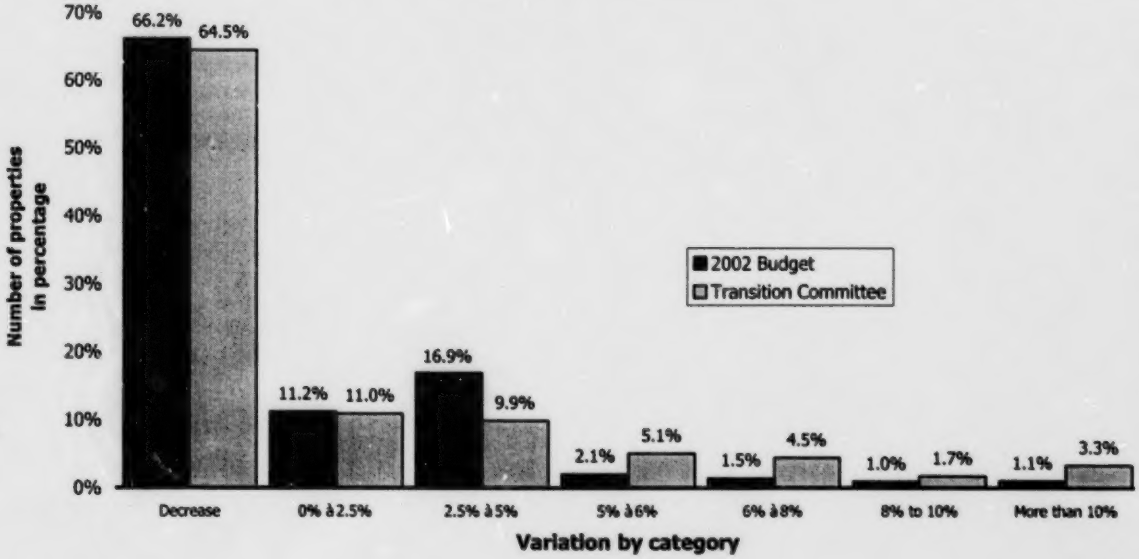
Taxes

Non-residential sector

- The tax load for the non-residential sector declines by 0.7%, compared with restated taxes in 2001.
- 66.2% of tax bills are lower.
- 11.2% of tax bills increase between 0% and 2.5%.
- 16.9% of tax bills increase between 2.5% and 5%.
- 5.7% of tax bills increase by more than 5%.

Variation in tax loads 2002 vs 2001 restated
New City of Montréal

Non-residential buildings



Summary

- For the two major categories of immovables, variations in taxes for 2002 compared with restated taxes in 2001 are as follows:

Category	Variation
Residential	- 0.7%
Non-residential	- 0.7%

- The tables below compare the distribution of tax bills in the 2002 budget to those proposed by the Montréal Transition Committee

Distribution of tax bills : 2002 budget

	Residential		Non-residential	
	No.	%	No.	%
Lower:	211,294	61.1	17,379	66.2
Higher:				
0% to 2.5%	53,756	15.6	2,944	11.2
2.5% à 5%	74,069	21.4	4,444	16.9
More than 5%	6,685	1.9	1,498	5.7
Total	**345,804**	**100**	**26,265**	**100**

Distribution of tax bills: Transition Committee

	Residential		Non-residential	
	No.	%	No.	%
Lower:	187,580	54.2	16,936	64.5
Higher:				
0% to 2.5%	58,897	17.0	2,879	11.0
2.5% to 5%	54,922	16.0	2,601	9.9
More than 5%	44,405	12.8	3,849	14.6
Total	**345,804**	**100**	**26,265**	**100**

Non-tax revenues

Overview

- User fees for sports and cultural facilities remain generally the same as in 2001 for the entire territory of the City of Montréal.

- Other items included in non-tax revenues have been re-evaluated, taking into account the fiscal pact, the municipal merger, as well as certain external factors such as the economic situation and the real-estate market.

Other revenues from local sources

- Revenues from the Montréal Metropolitan Community are up by $7,100,400, to $30,800,400, with $25,158,400 earmarked for scientific facilities and $5,642,000 for the AccèsLogis program.

- Revenues from real estate transfers resulting from a change in ownership of immovables total $46,698,100, or $1,504,500 less than in 2001.

- Revenues from fines are estimated at $96,843,500, an increase of $4,983,700 compared with the 2001 budget.

- Interest revenues totalling $122,507,800 are down by $14,721,100 as a result of the drop in interest rates and a reduction in amounts available in the sinking fund.

- Revenues from the transfer of fixed assets total $15,892,900, an increase of $6,496,900 compared with the 2001 budget. An amount of $12,031,700 is recorded under this category for the former City of Montréal and another $3,027,000 for the former City of Saint-Laurent.

- The contribution of developers to infrastructure work is up by $3,607,000, to $15,410,000, in the 2002 budget.

Transfer revenues

- The Québec Government will make a financial contribution of $7,966,500 in the form of assistance to the major core cities. Moreover, in accordance with the tax agreement, an amount of $24,130,000 is recorded under transition provisions and represents a new source of revenues.

- An amount of $33,200,000, an increase of $4,500,000, is recorded as compensation for amusement taxes.

- An amount of $15,000,000 is being provided by the Québec Government specifically for assistance for public safety.

- An amount of $10,700,000 is being provided by the Québec Government under the financial neutrality program.

- An amount of $12,600,000 is being provided by the Québec Government to reimburse transition costs.

- The Québec Government is providing $9,140,000 to help finance residential subsidy programs in the former territory of Montréal.
- A grant of $4,203,400 will be received from the Québec Government for programs related to the integration of immigrants and targeted neighbourhoods.

Expenditure levels

Budget allotments for the boroughs and services are based on two criteria: 2001 budget data for the unit and the new city's organization plan. Taking into account the expenditures of the last year ensures that citizens continue to receive the same level of services to which they are accustomed. The implementation of the new organizational structure is already leading to an improvement in the quality of services provided in some cases, and will ensure the continuance, in 2002, of the in-depth review of service delivery methods with the aim of improving the quality-price ratio.

Adjustments in expenditures, mainly in the areas of remuneration, combined with the objective of not increasing average tax levels while maintaining services to citizens, required about $65 million in cost containment. The grouping of former municipalities into a single borough, the centralization of operations, especially in the areas of debt management and taxation, and the integration of operations previously under the responsibility of the Montréal Urban Community, generated economies-of-scale totalling $14 million. The reduction in the number of elected municipal officials, the optimization of legal and auditing activities, the decision of the new city to self-insure, and the reduction in amounts transferred to investment activities allowed for budget reductions of $21 million. A $30 million streamlining of the administrative structure completes the required cost-containment effort.

An assisted-departure program has been established to ensure a better balance between available jobs, on the one hand, and the number and profile of municipal employees, on the other. More than 200 managers from throughout the territory have taken advantage of this program. In addition, a career reassignment and transition centre has been established with the aim of assisting non-relocated personnel to develop the know-how and skills required by the new city.

Citizen services

As mentioned previously, all the services currently provided to citizens are being maintained. This means that existing activities in the areas of recreation, culture, waste collection, economic development and fire and police protection, as well as snow removal and roads, sidewalk and parks maintenance, to name just a few, are all maintained. The new city is also maintaining its partnership with the community in the areas of recreation, sports, and others.

Some sectors will even enjoy improved services, including:

- The opening of a new library in the borough of Villeray/Saint-Michel/Parc-Extension for the fall of 2002;
- The opening of a new library and a recreation hall for the borough of L'Île-Bizard/Sainte-Geneviève/Sainte-Anne-de-Bellevue;
- The conversion of an outside swimming pool into a family swimming facility through the addition of a wading pool, water games and picnic areas and a family changing room, in the borough of Ahuntsic/Cartierville;
- New parks and the extension of bicycle paths in the borough of Anjou;
- New socio-cultural facilities in the borough of Dollard-des-Ormeaux/Roxboro;
- More efficient management of snow removal will improve service to citizens and increase the availability of parking spaces during snow-removal periods for residents of L'Île-des-Soeurs;
- Westmount's public security department has been given budget priority. This department is unique, essential and much appreciated by the community.

Finally, the City of Montréal maintains all of its assistance programs in the areas of housing, economic, commercial and industrial development, and others.

BUDGET FORECASTS

NOTE

The budget of the City of Montréal is submitted in compliance with the instructions of ministère des Affaires municipales et de la Métropole du Québec. The main budgetary principles guiding its preparation are shown in the appendix.

All budget data in this document are in thousands of dollars, unless otherwise indicated. The 2001 budget has been restated for purposes of comparison with the 2002 fiscal year.

NOTE

The Treasurer's Certificate is prepared in compliance with provisions of the Charter of the City of Montréal. The amounts shown cover specific items of the budget and not all the allocations of the City.

Certificate of the Treasurer and Assistant Director General responsible for the Finance Department

Subject to the adoption of measures related to tax provisions of Bill 60 and its amendments, I certify that the following allocations are necessary and available during the City of Montréal's 2002 fiscal year in order to service the debt and meet obligations originating from laws and decisions taken and to be taken, to my knowledge, to date:

a) Debt servicing

Total cost of debt servicing divided as follows:	881,239.9
➢ Amount charged to partners and higher levels of government under agreements	204,796.0
➢ Amount charged to Montréal taxpayers	676,443.9

b) Obligations resulting from laws and decisions taken and to be taken

Signing of leases and granting of contracts for the supply of goods and services	613,929.9
Granting of financial contributions and municipal assistance	364,952.9
Wages, compensations and contributions of the employer	1,536,837.2

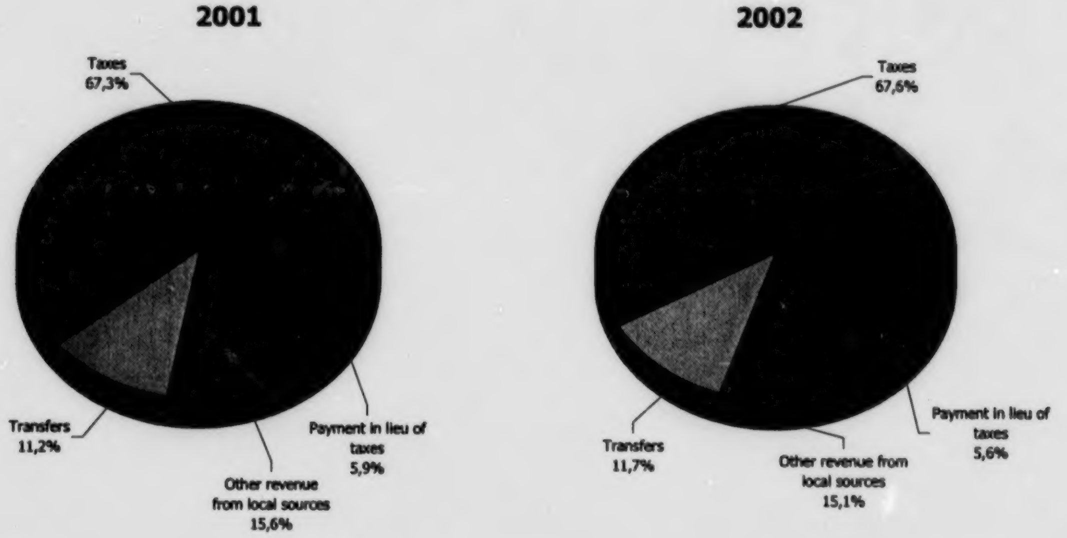
André Delisle
Treasurer and Assistant Director General
responsible for the Finance Department

December 12, 2001

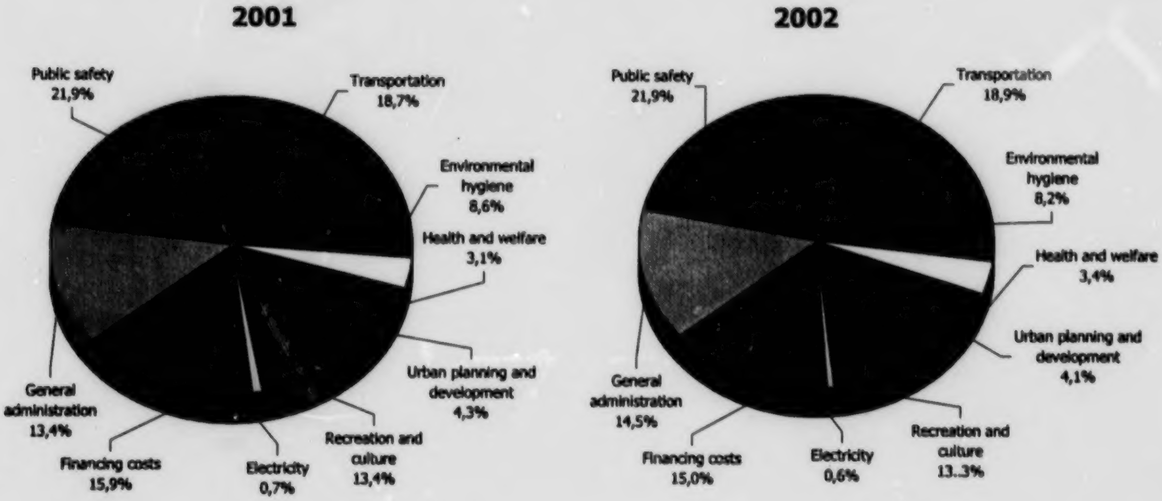
Financial Activities

Statement of financial activities

Revenues by category



Expenditures by function



Revenue breakdown

	2001 Figure	2002 Forecast	% Spread
Taxes			
on property value			
General tax	1,560,546.2	1,593,158.0	2.1
Industry tax			
debt service	9,577.4	8,670.0	(9.5)
operations	1,900.0	1,900.0	-
	11,477.4	10,570.0	(7.9)
Surtax on non-residential immovables	499.1	-	(100.0)
Surtax on vacant lots	8,231.3	6,662.9	(19.1)
Tax on non-residential immovables	173,721.1	190,797.2	9.8
Other	253.4	-	(100.0)
	1,754,728.5	1,801,188.1	2.6
on another basis			
User fees for municipal services			
water	223,324.1	225,518.4	1.0
waste water treatment	-	7,400.0	-
waste removal and recycling	15,724.2	15,724.2	-
debt service	44,580.8	41,819.5	(6.2)
fixed assets and other capital spending	27.9	46.3	65.9
other	11,943.7	-	(100.0)
	295,600.7	290,508.4	(1.7)
Business tax			
on the entire rental value	273,943.2	282,795.6	3.2
other	3,676.5	3,673.0	(0.1)
	277,619.7	286,468.6	3.2
	573,220.4	576,977.0	0.7
Total for taxes	**2,327,948.9**	**2,378,165.1**	**2.2**

	2001 Figure	2002 Forecast	% Spread
Payments in lieu of taxes			
Government of Québec			
Government immovables and enterprises			
property taxes	13,998.2	15,447.2	10.4
business taxes	12,959.9	14,180.3	9.4
tax on non-residential immovables	224.9	245.3	9.1
compensation for municipal services	8,841.9	9,589.7	8.5
	36,024.9	39,462.5	9.5
Public immovables			
health and social services	48,979.8	44,810.6	(8.5)
cégeps (junior colleges) and universities	51,679.4	48,098.6	(6.9)
primary and secondary schools	20,549.6	21,702.6	5.6
	121,208.8	114,611.8	(5.4)
Other immovables			
immovables belonging to certain govern. and intn'l orgs.	3,232.4	3,761.5	16.4
classified cultural property	1.2	96.6	-
	3,233.6	3,858.1	19.3
	160,467.3	157,932.4	(1.6)
Government of Canada and its enterprises			
Property taxes	21,660.0	19,377.8	(10.5)
Business taxes	360.7	363.6	0.8
Tax on non-residential immovables	9,881.1	9,016.1	(8.8)
Compensation for municipal services	6,714.7	7,217.1	7.5
	38,616.5	35,974.6	(6.8)
Municipal organizations			
Property taxes	536.5	-	(100.0)
Compensation for municipal services	2,997.0	2,552.6	(14.8)
	3,533.5	2,552.6	(27.8)
Other			
Property tax for companies producing their own electricity	0.2	-	(100.0)
Other	2,454.4	1,858.5	(24.3)
	2,454.6	1,858.5	(24.3)
Total for payments in lieu of taxes	**205,071.9**	**198,318.1**	**(3.3)**

Revenue breakdown

	2001 Figure	2002 Forecast	% Spread
Other revenues from local sources			
Services provided to municipal organizations			
General administration	52.9	17.0	(67.9)
Public safety			
police	21.8	21.8	-
fire protection	76.5	295.2	285.9
emergency preparedness	9.5	10.0	5.3
other	-	-	-
	107.8	327.0	203.3
Transportation			
road network	488.6	672.0	37.5
public transit	-	-	-
other	132.0	132.0	-
	620.6	804.0	29.6
Environmental hygiene			
distribution and treatment of drinking water	17.6	19.6	11.4
water distribution system	47.5	53.1	11.8
waste water treatment	-	-	-
sewage system	80.0	80.0	-
waste removal and recycling	-	-	-
other	-	-	-
	145.1	152.7	5.2
Health and welfare	0.1	0.1	-
Urban planning and development			
promotion and economic development	-	-	-
other	1,451.0	7,093.0	388.8
	1,451.0	7,093.0	388.8
Recreation and culture			
recreational activities	740.0	740.0	-
cultural activities	23,980.0	25,438.4	6.1
	24,720.0	26,178.4	5.9
Debt service			
discharge of long-term debt	3.0	3.3	10.0
financing costs			
interest and other costs on long-term debt	55.9	62.4	11.6
other financing costs	0.1	0.2	100.0
	59.0	65.9	11.7
	27,156.5	34,638.1	27.5

	2001 Figure	2002 Forecast	% Spread
Other services provided			
General administration	12,447.0	5,316.5	(57.3)
Public safety	16,810.7	17,980.2	7.0
Transportation	11,097.4	13,125.7	18.3
Environmental hygiene	15,120.8	6,550.4	(56.7)
Health and welfare	319.8	240.6	(24.8)
Urban planning and development	56,710.1	58,030.3	2.3
Recreation and culture	35,364.3	35,881.6	1.5
Electricity	22,201.4	22,201.4	-
Other	14,310.4	13,943.5	(2.6)
	184,381.9	173,270.2	(6.0)
Other revenues			
Fee collection			
licences and permits	9,767.5	9,984.6	2.2
real estate transfer fees	48,202.6	46,698.1	(3.1)
	57,970.1	56,682.7	(2.2)
Fines			
municipal court	9,398.0	9,791.9	4.2
tickets	91,859.8	96,843.5	5.4
other	5,866.1	4,228.0	(27.9)
	107,123.9	110,863.4	3.5
Interest			
bank and other investments	66,373.4	55,931.6	(15.7)
tax arrears	13,202.3	11,383.2	(13.8)
arrears in allocations to member municipalities	400.0	-	(100.0)
other	57,253.2	55,193.0	(3.6)
	137,228.9	122,507.8	(10.7)
Transfer of fixed assets			
municipal industrial immovables	30.0	36.8	22.7
other assets	9,366.0	15,856.1	69.3
	9,396.0	15,892.9	69.1
Developers' contributions	11,803.0	15,410.0	30.6
Other	4,880.1	3,829.6	(21.5)
	328,402.0	325,186.4	(1.0)
Total for other revenues from local sources	**539,940.4**	**533,094.7**	**(1.3)**

Revenue breakdown

	2001 Figure	2002 Forecast	% Spread
Transfers			
Unconditional transfers			
Québec Government subsidy			
progr. of fin. assist. to county reg. mun.	-	-	-
municipal amalgamation	200.0	200.0	-
compensation for TGE-FFLA	23,538.1	24,130.0	2.5
equalization	-	-	-
central cities	7,966.5	7,966.5	-
municipal reorganization	177.3	177.3	-
neutrality	-	10,700.0	-
other	28,700.0	33,250.5	15.9
	60,581.9	76,424.3	26.2
Other	-	-	-
	60,581.9	76,424.3	26.2
Conditional transfers			
Government subsidies:			
general administration	88.3	88.3	-
public safety			
police	-	-	-
fire protection	-	-	-
emergency preparedness	3.2	3.2	-
other	-	-	-
	91.5	91.5	-
transportation			
road network	19,546.0	13,910.4	(28.8)
public transit	77,013.0	74,165.0	(3.7)
other	133.7	134.2	0.4
	96,692.7	88,209.6	(8.8)
environmental hygiene			
distribution and treatment of drinking water	194.6	194.6	-
drinking water distribution system	2,714.1	4,562.9	68.1
waste water treatment	93,320.0	87,895.0	(5.8)
sewage system	4,941.9	4,784.5	(3.2)
waste removal and recycling	14.0	-	(100.0)
other	1,909.4	2,218.6	16.2
	103,094.0	99,655.6	(3.3)

	2001 Figure	2002 Forecast	% Spread
health and welfare	73,392.4	75,194.8	2.5
urban planning and development			
promotion and economic development	4,863.1	5,598.3	15.1
other	10,230.0	9,156.0	(10.5)
	15,093.1	14,754.3	(2.2)
recreation and culture			
recreational activities	917.8	910.8	(0.8)
cultural activities			
libraries	5,676.9	6,080.2	7.1
other	7,570.1	7,647.4	1.0
	14,164.8	14,638.4	3.3
other	22,000.8	43,800.5	99.1
	324,529.3	336,344.7	3.6
Other conditional transfers	1,023.2	967.7	(5.4)
	325,552.5	337,312.4	3.6
Total for transfers	**386,134.4**	**413,736.7**	**7.1**

Breakdown of operating expenditures and other financial activities

	2001 Figure	2002 Forecast	% Spread
Operating expenditures			
General administration			
City Council	41,548.0	50,851.1	22.4
Application of the law	40,584.2	37,407.9	(7.8)
Finance and administration management	145,971.6	141,138.2	(3.3)
City Clerk	16,572.6	14,103.2	(14.9)
Valuation	19,498.4	19,445.7	(0.3)
Personnel management	25,517.8	27,770.6	8.8
Other	120,449.0	167,064.0	38.7
	410,141.6	457,780.7	11.6
Public safety			
Police	409,057.1	428,958.7	4.9
Fire protection	239,870.1	239,847.8	-
Emergency preparedness	4,948.3	3,853.9	(22.1)
Other	15,388.4	16,546.7	7.5
	669,263.9	689,207.1	3.0
Transportation			
Road network			
city road network	100,892.8	108,151.5	7.2
snow removal	140,216.6	146,646.8	4.6
street lighting	28,586.7	28,918.8	1.2
traffic and parking	33,346.1	33,061.1	(0.9)
	303,042.2	316,778.2	4.5
Public transportation	261,162.1	269,514.5	3.2
Other	9,324.8	8,839.5	(5.2)
	573,529.1	595,132.2	3.8
Environmental hygiene			
Water and sewers			
distribution and treatment of drinking water	42,659.9	41,420.7	(2.9)
drinking water distribution system	33,107.4	35,249.8	6.5
waste water treatment	48,723.5	49,994.6	2.6
sewer system	17,329.1	17,338.4	0.1
	141,819.9	144,003.5	1.5
Waste removal and recycling			
household waste			
collection and transport	52,493.5	52,673.8	0.3
disposal	19,289.7	17,850.5	(7.5)
recyclable materials			
collection and transport	15,915.5	15,923.9	0.1
treatment	5,144.6	6,166.7	19.9
disposal of dry materials	14,214.2	13,941.2	(1.9)
	107,057.5	106,556.1	(0.5)

Breakdown of operating expenditures and other financial activities

	2001 Figure	2002 Forecast	% Spread
Waterways	-	-	-
Environmental protection	11,573.9	7,114.4	(38.5)
Other	1,932.3	1,856.9	(3.9)
	262,383.6	259,530.9	(1.1)
Health and welfare			
Food inspection	3,639.9	3,887.9	6.8
Public housing	17,269.7	25,002.9	44.8
Other	74,777.6	77,279.1	3.3
	95,687.2	106,169.9	11.0
Urban planning and development			
Urban planning and zoning	28,801.7	26,101.2	(9.4)
Urban redevelopment			
heritage assets	9,170.2	9,983.4	8.9
other assets	32,937.1	33,707.9	2.3
	42,107.3	43,691.3	3.8
Promotion and economic development			
industry and commerce	50,644.7	49,892.5	(1.5)
tourism	1,630.0	1,664.3	2.1
other	382.8	546.8	42.8
	52,657.5	52,103.6	(1.1)
Other	8,568.5	8,850.3	3.3
	132,135.0	130,746.4	(1.1)
Recreation and culture			
Recreational activities			
community centres	66,233.5	66,924.0	1.0
indoor and outdoor skating rinks	39,171.7	38,529.8	(1.6)
swimming pools, beaches and marinas	37,656.2	38,276.3	1.6
parks and playing fields	125,398.6	125,891.6	0.4
exhibitions and fairs	1,000.9	2,410.5	140.8
other	5,630.3	5,004.7	(11.1)
	275,091.2	277,036.9	0.7
Cultural activities			
community centres	8,518.6	8,085.3	(5.1)
libraries	62,848.1	68,434.1	8.9
heritage			
museums and exhibition centres	47,694.7	52,547.9	10.2
other heritage resources	-	-	-
other	16,555.7	17,109.9	3.3
	135,617.1	146,177.2	7.8
	410,708.3	423,214.1	3.0
Electricity	20,015.5	19,028.7	(4.9)

Breakdown of operating expenditures and other financial activities

	2001 Figure	2002 Forecast	% Spread
Financing costs			
Long-term debt			
interest	451,582.4	436,900.4	(3.3)
other costs	32,240.1	33,938.8	5.3
	483,822.5	470,839.2	(2.7)
Other financing costs	3,401.0	2,490.5	(26.8)
	487,223.5	473,329.7	(2.9)
Total for operating expenditures	3,061,087.7	3,154,139.7	3.0
Other financial activities			
Reimbursement of long-term debt	398,186.2	410,243.5	3.0
Transfer to investment activities	83,073.6	47,500.0	(42.8)
Total for other financial activities	481,259.8	457,743.5	(4.9)
Total for operating expenditures and other financial activities	**3,542,347.5**	**3,611,883.2**	**2.0**

Analysis of Financial Activities

Taxes

This revenue category shows all revenues from taxes and water and waste collection rates.

	2001 Figure	2002 Forecast	% Spread

Revenues from taxes and water and waste collection fees total $2,378,165.1, an increase of 2.2%. Main reasons for the variation include:

For taxes on property values

- The adjustment in the property tax base, mainly in anticipation of new buildings to be taxed: of additional total revenues of $30.6 million, $28.6 million come from the residential and non-residential sectors. The remainder, $2 million, mainly comes from the Québec government.
- Restatement of tax revenues in conformity with Article 150.6 of Appendix 1 of Bill 170: out of a total of $28.7 million, $26.7 million come from residential and non-residential sectors. The remainder, $2 million, comes from vacant lots and payments in lieu of taxes.
- General reduction: out of a total of $17 million, $15.2 million have been granted to residential and non-residential sectors. The remainder, $1.8 million, is granted to the vacant lot sector and to the sector covering payments in lieu of taxes.

For taxes on another basis

- Abolition of the special tax levied on the former City of Montréal (-$11.9 million).
- Addition of new offices subject to the business tax (+$8.9 million).
- Reclassification, in 2002, to the item covering fees for industrial waste water (+$7.4 million).

Tax and fee rates

The tax rates on which fiscal revenues are based apply to real estate and rental values on the valuation rolls. The table on the following page shows the tax rate that will apply to immovables and places of business in each of the former municipalities.

The water user fee will be levied in 2002 in former municipalities where it was charged in 2001. The rates will be maintained, but the fee structure will be simplified, facilitating its application.

The majority of former municipalities that levy water rates use a consumption basis or charge according to a fixed amount per unit. In Côte-Saint-Luc, water user fees will be based on the real estate value of immovables while in Montréal-Nord, the fee will be charged on the rental value of dwellings and business establishments with, however, a minimum fixed amount.

As for the residential sector, there will be no specific water fee schedule in the former municipalities of Dorval, Montréal, Outremont and Westmount. Regarding the non-residential sector, there will be no specific fee schedule for the former municipalities of Dollard-des-Ormeaux, Dorval, Hampstead, Île-Dorval, Pointe-Claire, Senneville and Westmount. However, in the former City of Montréal, the water and services tax will be levied based on the rental value of business establishments.

Fees for waste collections are maintained in the eight former municipalities that charged for this service in 2001: Beaconsfield, Lachine, LaSalle, Outremont, Pierrefonds, Sainte-Geneviève, Saint-Léonard and Verdun. These fees, generally fixed amounts per property, remain unchanged, although a few simplications will be made to facilitate the process.

MAIN TAXES: 2002 BUDGET

MUNICIPALITIES	GENERAL PROPERTY TAX			TAX ON NON-RESIDENTIAL IMMOVABLES	SURTAX ON VACANT LOTS	BUSINESS TAX
	BASE	DEBT	TOTAL			
Anjou(1)	1.2315	0.3819	1.6134	1.0267	1.7634	11.83
Baie-d'Urfé	0.9213	0.0548	0.9761	2.0181	0.9761	
Beaconsfield	1.2848	0.2211	1.5059	1.9965	1.5059	
Côte-Saint-Luc	1.4744	0.2227	1.6971	0.3784	1.6971	18.54
Dollard-des-Ormeaux	1.3715	0.2009	1.5724	2.8896	1.5724	
Dorval	1.4327	0.1465	1.5792	2.4212	1.5792	
Hampstead	1.7710	0.2276	1.9986	2.0000 (2)	1.9986	
Kirkland	1.0749	0.2747	1.3496	2.5758	1.3496	
Lachine	1.1137	0.3107	1.4244	3.0219	1.4244	
LaSalle	1.4297	0.2190	1.6487	2.3207	1.6487	
L'Île-Bizard	1.1900	0.1279	1.3179	2.1412	1.3179	
L'Île-Dorval	3.7764		3.7764	2.0000 (2)	0.7553	
Montréal-Est	1.1611	0.3267	1.4878	2.7875	1.4878	
Montréal-Ouest	1.8389	0.2450	2.0839	0.2381	0.4168	10.83
Mont-Royal	1.1157	0.0911	1.2068	0.1039	1.2068	14.30
Outremont	1.4174	0.0730	1.4904	0.2775	0.2981	13.63
Pierrefonds	1.3357	0.4337	1.7694	1.6564	1.7694	7.65
Pointe-Claire	1.2045	0.2566	1.4611	2.6487	1.4611	
Roxboro	1.3484	0.3079	1.6563	2.3335	1.6563	
Sainte-Anne-de-Bellev	1.2665	0.1442	1.4107	2.5973	1.4107	
Sainte-Geneviève	1.1963	0.2549	1.4512	2.4379	1.4512	
Saint-Laurent	1.2058	0.1831	1.3889	2.1015	1.3889	
Saint-Léonard	1.3899	0.3254	1.7153	1.0380	1.7153	12.222
Senneville	1.0351		1.0351	0.0954	0.2070	13.427
Verdun(1)	1.4379	0.0420	1.4799	3.2481	0.2960	
Montréal						12.99 (3)
5 or fewer units	1.5546	0.4156	1.9702			
6 or more units	1.6465	0.4156	2.0621			
non-residential	1.8894	0.4156	2.3050			
serviced vacant lots	3.1092	0.8312	3.9404			
Montréal-Nord						13.45
5 or fewer units	1.4882	0.2149	1.7031			
6 or more units	1.7177	0.2149	1.9326			
non-residential	2.4379	0.2149	2.6528			
serviced vacant lots	1.7858	0.2579	2.0437			
Westmount						
5 or fewer units	1.2155	0.0718	1.2873			
6 or more units	1.4286	0.0718	1.5004			
non-residential	3.5103	0.0718	3.5821			
serviced vacant lots	1.4586	0.0862	1.5448			

Property taxes are expressed in dollars per $100 valuation. The business tax is a percentage of the rental value.

(1) To these taxes are added the following sectorial taxes:
Anjou: $0.15/$100 on the value of land only
Verdun-Île-des-Sœurs: $0.3403/$100
Verdun-mainland: $0.5489/$100

(2) There are no non-residential immovables in these sectors, however, the tax would apply if a commercial operation were to establish itself.

(3) For commercial establishments with rental values below $30,000, a credit allows for reducing the effective rate down to 11.01%.

Payments in lieu of taxes

This revenue category includes compensation from sources other than taxes. Government buildings are exempt from taxes per se. The Government of Québec, under the Act Respecting Municipal Taxation, and the Government of Canada, under Payments In Lieu of Taxes Act, contribute in part to the financing of municipalities by providing compensation in lieu of taxes. As well, non-profit organizations recognized by the Commission municipale du Québec, as well as religious organizations, pay compensation to the municipalities.

Several calculation methods are used to establish the payments in lieu of taxes. For example, in the case of buildings in the social affairs and education networks, these payments are the sum of the valuation, multiplied by a percentage of the global taxation rate.

	2001 Figure	2002 Forecast	% Spread
Government of Québec	160,467.3	157,932.4	(1.6)
Government of Canada and its enterprises	38,616.5	35,974.6	(6.8)
Other	5,988.1	4,411.1	(26.3)
Total for payments in lieu of taxes	**205,071.9**	**198,318.1**	**(3.3)**

Tax revenues stemming from payments in lieu of taxes total $198,318.1. These revenues are down 3.3% compared with the previous fiscal year.

The main factors affecting the level of compensatory revenues are summarized as follows:

- The global tax rate of the new city is lower than the average global rate of all the former municipalities in 2001 ($2.14 versus $2.17). In addition, the global tax rate in effect in the former City of Montreal in 2001 was $2.44/$100 and a major portion of buildings in the government network, which is eligible for compensation, are concentrated in its territory. The resulting loss of revenues is nevertheless offset by the Québec government's financial neutrality program. Revenues of $10.7 million are therefore expected in unconditional transfers.
- New immovables of the Government of Québec will add to the new city's real estate portfolio (+$2 million).

Principal tax rates

Government of Québec (1) (2)

Global taxation rate	2.1386
• Social affairs, universities and CÉGEPs (junior colleges)	1.9950
• Elementary and high schools	0.7506

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(1) These rates are expressed in dollars per $100 of valuation and are applicable to the property value of the buildings.

(2) In accordance with Articles 254 and 255 of the Act Respecting Municipal Taxation, the Québec Government provides compensation in lieu of taxes for immovables in its network. This compensation is equal to 93.3% of the global taxation rate in the case of buildings of the social affairs, university and CÉGEP networks. The rate applicable to elementary and high schools is equal to 35.1% of the global taxation rate (estimated rates).

Other revenues from local sources

This revenue category includes revenues from services provided to municipal organizations, other services rendered, and other revenues.

Revenues from services rendered to municipal organizations are mainly those related to the MMC's contribution for scientific facilities and the AccèsLogis program.

The other services rendered group together revenues generated by the provision of services to taxpayers and the collection of various fees. The revenues counted in this sub-category are divided according to the services rendered and based on the corresponding activity. These activities generally involve a fee. They include, among others, rentals, documents sold, collection of fees for various work carried out for the benefit of third parties, and sports and cultural activities.

Other revenues include those stemming from all municipal titles, including permits, real-estate transfers, penalties and costs attached to them, as well as fines. Added to these are interest collected as well as revenues from transfers of assets.

	2001 Figure	2002 Forecast	% Spread
Services provided to municipal organizations	27,156.5	34,638.1	27.5
Other services provided	184,381.9	173,270.2	(6.0)
Other revenues	328,402.0	325,186.4	(1.0)
Total for other revenues from local sources	**539,940.4**	**533,094.7**	**(1.3)**

The increase in revenues from **services rendered to municipal organizations** is mainly due to adjustments of the MMC's contribution for scientific facilities ($1,458.4) and the AccèsLogis program ($5,642.0).

Other services rendered are lower by $11,111.7, a reduction stemming mainly from the application of a new method for accounting expenses associated with work accidents. This new approach lowered revenues by $2,200.0. However, in this same sub-category, the decline in the number of requests for real estate valuation revisions (valuation roll) led to a decline of $1,320.0, stemming from amounts invoiced to applicants. Revenues in the Environmental hygiene sub-category are lower by $8,570.4 following a reclassification of the revenue item "industrial wastewater discharge" for an amount of $7,400.0. As of January 2002, this revenue is provided for in the tax section. However, part of the $2,028.3 increase in transportation revenues — $1,600.0 — derives from, among other things, the agreement with the Société de stationnement de Montréal (limited partner).

As for **other revenues**, the decline of $3,215.6 is explained mainly by a decrease in real estate transfer rights ($1,504.5) and interest revenues generated by a drop in interest rates and by a reduction in the sums available to the sinking fund ($14,721.1). On the other hand, there are increased contributions to infrastructure work from developers ($3,607.0), fines and penalties ($3,739.5) and revenues from asset transfers ($6,496.9).

Transfers

This category includes all subsidies from governments, other public agencies and private companies.

Revenues included in this category are grouped together according to the final purpose of the transfer. These revenues serve, among others, to finance operating expenses, debt servicing and immovables.

	2001 Figure	2002 Forecast	% Spread
Unconditional transfers	60,581.9	76,424.3	26.2
Conditional transfers	325,552.5	337,312.4	3.6
Total for transfers	**386,134.4**	**413,736.7**	**7.1**

Revenues from **unconditional transfers** coming from the Government of Québec in the form of compensation for amusement taxes reached $33,200.0. In addition, this latter item will provide a contribution of $7,966.5 as assistance to central cities and $10,700.0 under the financial neutrality program. According to the fiscal agreement, an amount of $24,130.0 is forecast under transition measures and new sources of revenue.

Conditional transfers increased by $11,759.9 due, among others, to the reimbursement by the Government of Québec of transition costs ($12,600.0), to $15,000.0 in special assistance from the Government of Québec in the area of public safety, and to the adjustment of income security programs ($1,802.4), residential subsidies ($1,498.0), and subsidies to the library network ($1,064.4). On the other hand, amounts related to the payment of expenses anticipated under the three-year capital investment program declined by $6,259.0, the amount of subsidies for repayment of debt decreased by $12,422.6, and credits required for the second instalment of a non-recurring subsidy to the Théâtre sans fil required a downward adjustment of $2,009.9.

General administration

This function essentially includes all activities related to municipal administration and management. Expenses are related, among other things, to the operation of the council, the application of the law, and financial, administrative and personnel management.

Certain unplanned selective expenses, which cannot be included in the various municipal activities, may also be presented here.

	2001 Figure	2002 Forecast	% Spread
City Council	41,548.0	50,851.1	22.4
Application of the law	40,584.2	37,407.9	(7.8)
Finance and administration management	145,971.6	141,138.2	(3.3)
City Clerk	16,572.6	14,103.2	(14.9)
Valuation	19,498.4	19,445.7	(0.3)
Personnel management	25,517.8	27,770.6	8.8
Other	120,449.0	167,064.0	38.7
Total for general administration	**410,141.6**	**457,780.7**	**11.6**

The increase in the budget allotted to **general administration** of some $47,600.0 is due mainly to the implementation of the new organizational structure. The main elements of this increase include:

- Activities related to consulting and communications required $2,350.0 in new funds.
- The decision to self-insure results in budget savings of $2,900.0.
- The creation of nine boroughs on the territory of the former municipalities of Montréal and Montréal-Est results in a budget increase of $16,200.0, financed mainly by a restructuring of administration resources from other functions.
- The implementation of new upper management requires additional allocations of $3,800.0.
- Labour relations and assistance programs for employees receive more than $2,000.0 in new money.
- Regulations related to allocations for contingency expenses, now applied to the new city, result in a budget increase of $6,200.0.
- The optimization of structures made possible by the grouping of responsibilities, notably in the areas of legal services, financial management and auditing, as well as by reducing the number of municipal councillors provide for savings. Also, a sum is set aside to cover salary spreads and to continue salary equity work. These factors involve additional credits of $16,700.0.
- The adjustment of the cost for work-related accidents requires an additional $2,600.0.

- Budgets earmarked, notably, for bailiffs' fees, and for remuneration activities and employees' salaries required an additional $2,800.0.
- Costs related to the holding of elections increased by $900.0.
- The creation of a centre for employees in career transition requires $500.0.
- The project for infrastructure modernization requires an addition of $900.0 for the Valuation Department.
- The harmonization of practices and operations adds some $1,100.0.

Moreover, a cost reduction effort has been applied to the general administration budget to increase the financial contribution to the Société de transport de Montréal. This increase of $7,500.0 allows for the extension of the CAM (carte autobus, Métro) student rate, currently restricted to people 18 years and under, to all full-time students between 18 and 25 years of age. Also, saving measures will be introduced in the course of the year to finance this increase.

Public safety

This category includes all the activities related to the protection of persons and property. It includes all the expenses related to surveillance, prevention and emergency measures for public safety.

The main activities of this function are fire prevention and all municipal measures aimed at keeping the peace and order and maintaining public safety.

	2001 Figure	2002 Forecast	% Spread
Police	409,057.1	428,958.7	4.9
Fire protection	239,870.1	239,847.8	-
Emergency preparedness	4,948.3	3,853.9	(22.1)
Other	15,388.4	16,546.7	7.5
Total for public safety	**669,263.9**	**689,207.1**	**3.0**

Allocations for **public safety** are increased by nearly $20,000.0. The main elements behind this increase are:

- Updating the payroll of police and firefighters and civilian employees of these departments, resulting in an increase of $17,700.0.
- The impact of departures and the hiring of police for the years 2001 and 2002 results in an increase of $2,800.0.
- The establishment of crowd control response teams adds $900.0.
- The addition of building inspection positions requires an increase of $800.0.
- The optimization of workforce structures enables a budget decrease of nearly $5,000.0. The redeployment of firefighters, made possible by the elimination of the employment floor, allowed for significant gains in this respect.

Transportation

This category includes all the activities related to the planning, organization and maintenance of the road network, as well as the transportation of people and goods.

It includes expenditures for the maintenance and repair of the public road network, the management of road signage and traffic lights, all snow removal operations, as well as the city's share of financing for public transit.

	2001 Figure	2002 Forecast	% Spread
Road network			
city road network	100,892.8	108,151.5	7.2
snow removal	140,216.6	146,646.8	4.6
street lighting	28,586.7	28,918.8	1.2
traffic and parking	33,346.1	33,061.1	(0.9)
	303,042.2	316,778.2	4.5
Public transportation	261,162.1	269,514.5	3.2
Other	9,324.8	8,839.5	(5.2)
Total for transportation	**573,529.1**	**595,132.2**	**3.8**

The **transportation** function shows an overall increase of $21,600.0, explained mainly by the following elements:

- A modification of the presentation of financial information results in an increase of $6,700.0 in expenses under the **city road network** item. These credits were provided as transfers to investment activities in 2001.
- The adjustment of **snow removal** expenditures results in an increase of $5,600.0 in budget allocations.
- The revision of fuel costs and energy fees results in a budget increase of $900.0.
- The extension of the CAM student rate, currently restricted to people aged 18 and under, to all full-time students between 18 and 25 years of age results in an increase of $7,500.0 in the **public transportation** column.

Environmental hygiene

This category includes expenses related to the management of water and sewers, solid waste management and environmental protection.

Water management and the sewage network includes the supply, treatment and distribution of drinking water, as well as the collection and purification of wastewater.

	2001 Figure	2002 Forecast	% Spread
Water and sewers			
distribution and treatment of drinking water	42,659.9	41,420.7	(2.9)
drinking water distribution system	33,107.4	35,249.8	6.5
waste water treatment	48,723.5	49,994.6	2.6
sewer system	17,329.1	17,338.4	0.1
	141,819.9	144,003.5	1.5
Waste removal and recycling			
household waste			
collection and transport	52,493.5	52,673.8	0.3
disposal	19,289.7	17,850.5	(7.5)
recyclable materials			
collection and transport	15,915.5	15,923.9	0.1
treatment	5,144.6	6,166.7	19.9
disposal of dry materials	14,214.2	13,941.2	(1.9)
	107,057.5	106,556.1	(0.5)
Waterways	-	-	-
Environmental protection	11,573.9	7,114.4	(38.5)
Other	1,932.3	1,856.9	(3.9)
Total for environmental hygiene	**262,383.6**	**259,530.9**	**(1.1)**

The budget allotted to **environmental hygiene** shows a decrease of nearly $2,900.0.

In **water and sewers,** the budgetary growth is about $2,200.0, explained by an increase in maintenance costs for the wastewater treatment plant ($900.0), by a transfer of the "environmental protection column" to the water conservation program, and by water management expediency studies ($2,000.0).

The **waste removal and recycling** sector is down by $501.4. The reduction in expenses for the elimination of domestic and solid waste, and the increase in the cost of processing secondary material, reflects curbside recycling efforts.

Finally, the decline of $4,500.0 in the **environmental protection** column reflects, on the one hand, the transfer of allocations for the water conservation program to the "water and sewers" column. On the other hand, a significant reduction in this same program ($2,500.0) to better reflect the real amounts used in it over the past few years.

Health and welfare

This category includes all public hygiene and welfare services for the public, such as food inspection and social housing.

It includes the cost of managing income security programs and the organization of public employment services on the territory of the former City of Montréal. These expenses are recovered from the Government of Québec under an agreement with the Ministry of Employment and Solidarity.

	2001 Figure	2002 Forecast	% Spread
Food inspection	3,639.9	3,887.9	6.8
Public housing	17,269.7	25,002.9	44.8
Other	74,777.6	77,279.1	3.3
Total for health and welfare	**95,687.2**	**106,169.9**	**11.0**

Expenses associated with **health and welfare** show a budget increase of more than $10,000.0.

The increase in **public housing** reflects a growth in the contribution made by the City to the Metropolitan Montréal Community (MMC) for the financing of municipal housing offices, and integrates financing by the MMC in the joint City of Montréal-Government of Québec AccèsLogis program.

The increase in **other** is attributable to the indexation of salaries and the adjustment of costs related to rented buildings.

Urban planning and development

This category includes all activities related to the development and maintenance of urban planning programs and the master urban plan, as well as expenses related to the drawing up of the city's economic development programs.

	2001 Figure	2002 Forecast	% Spread
Urban planning and zoning	28,801.7	26,101.2	(9.4)
Urban redevelopment			
heritage assets	9,170.2	9,983.4	8.9
other assets	32,937.1	33,707.9	2.3
	42,107.3	43,691.3	3.8
Promotion and economic development			
industry and commerce	50,644.7	49,892.5	(1.5)
tourism	1,630.0	1,664.3	2.1
other	382.8	546.8	42.8
	52,657.5	52,103.6	(1.1)
Other	8,568.5	8,850.3	3.3
Total for urban planning and development	**132,135.0**	**130,746.4**	**(1.1)**

The **urban planning and zoning** category shows a slight decrease of about $1,400.0.

The spread for **urban planning and zoning** is due completely to the budget restructuring required for the creation of nine new boroughs on the former territories of Montréal and Montréal-Est.

Urban redevelopment shows a budget increase of nearly $1,600.0 mainly justified by the upward revision of budgetary requirements for various existing subsidy programs and the optimization of workforce structures.

Recreation and culture

This category includes all planning, organization and management activities for recreational and cultural programs.

Recreational activities refer mainly to the management of sports and recreational and related facilities, as well as the design and maintenance of parks and green spaces.

Cultural and educational activities consist mainly of the operation of library networks and cultural facilities, as well as scientific facilities (Botanical Garden, Biodôme, etc.). It also includes support for cultural initiatives and the Montréal Museum of Archaeology and History.

	2001 Figure	2002 Forecast	% Spread
Recreational activities			
community centres	66,233.5	66,924.0	1.0
indoor and outdoor skating rinks	39,171.7	38,529.8	(1.6)
swimming pools, beaches and marinas	37,656.2	38,276.3	1.6
parks and playing fields	125,398.6	125,891.6	0.4
exhibitions and fairs	1,000.9	2,410.5	140.8
other	5,630.3	5,004.7	(11.1)
	275,091.2	277,036.9	0.7
Cultural activities			
community centres	8,518.6	8,085.3	(5.1)
libraries	62,848.1	68,434.1	8.9
heritage			
museums and exhibition centres	47,694.7	52,547.9	10.2
other heritage resources	-	-	-
other	16,555.7	17,109.9	3.3
	135,617.1	146,177.2	7.8
Total for recreation and culture	**410,708.3**	**423,214.1**	**3.0**

The **recreation and culture** category shows a budget increase of about $12,500.0.

The growth in **recreational activities** reflects mainly the combined impact of upward adjustments in salary expenses under current collective agreements and various budget restructuring in relation to other categories.

The **cultural activities** category is up by about $10,500.0. This is due to the entry into service of new neighbourhood libraries in the boroughs of L'Île-Bizard/Sainte-Geneviève/Sainte-Anne-de-Bellevue and Villeray/Saint-Michel/Parc-Extension and by an upward adjustment in the budget for the acquisition of books for all the libraries. The increase of the contribution of the MMC for supra-regional facilities completes the balance. In this latter case, it should be noted that the increase in expenses is fully offset by an equivalent increase in revenues.

Analysis of operating expenditures

Electricity

This category covers all activities related to the purchase and distribution of electrical energy.

On the territory of the City of Montréal, the borough of Westmount operates an electricity network for its taxpayers.

	2001 Figure	2002 Forecast	% Spread
Total for electricity	**20,015.5**	**19,028.7**	**(4.9)**

Electricity expenditures are down by nearly $1,000.0 and reflect a change in the presentation of budget data.

Financing costs

This category covers interest and other costs related to the financing of municipal operations. The repayment of long-term debt is presented separately in the section entitled "other financial activities".

	2001 Figure	2002 Forecast	% Spread
Long-term debt			
interest	451,582.4	436,900.4	(3.3)
other costs	32,240.1	33,938.8	5.3
	483,822.5	470,839.2	(2.7)
Other financing costs	3,401.0	2,490.5	(26.8)
Total for financing costs	**487,223.5**	**473,329.7**	**(2.9)**

Financing costs are down by nearly $14,000.0 in 2002. This decline is due to the following factors:

- The decline in interest rates and the maturing of loans contracted in the past, resulting in savings of about $26,300.0.
- New loans contracted in 2002 generating additional interest costs of $11,600.0.
- Anticipated losses stemming from exchange rate variations on the purchase of foreign currencies are up by $1,700.0.

Temporary financing costs are revised downward, leading to savings of $900.0.

Other financial activities

The section "other financial activities" shows allocations required to ensure the payment of municipal investments, with the exception of interest expenses which are presented in the item "operating expenditures – financing costs".

More specifically, the other financial activities section includes in the item "reimbursement of long-term debt" anticipated amounts for contributions to the sinking fund and the repurchase of capital. The column groups amounts from internal and external sources to pay, in cash, a portion of the investment expenses under the three-year capital investments program.

	2001 Figure	2002 Forecast	% Spread
Reimbursement of long-term debt	398,186.2	410,243.5	3.0
Transfer to investment activities	83,073.6	47,500.0	(42.8)
Total for other financial activities	**481,259.8**	**457,743.5**	**(4.9)**

Other financing activities show a budget decline of about $23,500.0, due mainly to:

- An additional expenditure of $12,000.0 resulting from the increase in the value of new loans in 2001 and the decline of the amortization period for future loans.
- A reduction in credits of $35,500.0 following a decrease in amount set aside for payment in cash for capital investments and a change in the budget presentation. This change in the budget presentation is explained by the fact that new investment projects will be selected at the beginning of the current fiscal year; as a result, the amount of budget credits to be transferred to investment projects has been evaluated on a minimal and conservative basis. This amount will be re-evaluated during the year, as needed, without impacting the global financial balance.

Allocations

The allotments section covers the use of the accumulated surplus, financial reserves and funds reserved for financing activities during the current fiscal period.

	2001 Figure	2002 Forecast	% Spread
Unappropriated accumulated surplus	25,386.5	-	(100.0)
Appropriated accumulated surplus	59,361.6	65,040.0	9.6
Financial reserves and reserved funds			
Transfer from	318.9	10,289.8	-
(Transfer to)	(7,675.4)	-	(100.0)
Total for allocations	**77,391.6**	**75,329.8**	**(2.7)**

The City expects to use $75,329.8 from the accumulated surplus, financing reserves and funds reserved to achieve financial balance in 2002. Of this amount, $10,289.8 is provided for the amortization of expenses for implementing the new city, such as the cost of the assisted departures program, financial compensation for elected officials whose mandates have been shortened, and various professional fees. These expenses, totalling $41,159.2, will be amortized during the 2002-2005 financial periods, inclusively (see the section "Expenditures related to the implementation of the new City of Montréal").

The non-renewal of an amount in the line "Financial reserves and reserved funds (transfer to)" results from the decision to not use working capital. In the context of the budget preparation for 2002, the floating of working capital for the municipalities is no longer necessary because, from now on, investment in capital works projects will go through the three-year capital works program.

Analysis of long-term financing of financial activities

Long-term financing of financial activities

This section presents operating expenses that will be financed over the long term through borrowings.

	2001 Figure	2002 Forecast	% Spread
Total for long-term financing of financial activities	**6,930.0**	**13,238.8**	**91.0**

Operating expenses financed over the long term are being increased by $6,308.8. Their relative importance varies by 0.23% in 2001 to 0.42% in 2002. The following table shows the files that will be financed over the long term.

	2002 Forecast
Transition expenses	4,728.8
Percival Molson Stadium	2,000.0
Montréal Museum of Archaeology and History	953.0
Laying of underground wiring	531.0
Establishment of Cité des arts du cirque	300.0
Costs of floating and discounting bonds	4,726.0
Long-term financing of financial activities	**13,238.8**

Investment Activities

Triennal statement of investment activity 2002-2004

Long-term borrowings to issue	382,953.0	371,071.0	371,192.0	1,125,216.0

[1] Under various subsidy programs, the Government of Québec reimburses the financing expenses of certain loans contracted by the City of Montréal. In addition, loans are assumed by third parties for activities of a commercial nature.

The allotment of loans contracted by the City of Montréal is as follows:

Chargeable to taxpayers	322,000.0	322,000.0	322,000.0	966,000.0

[2] Loans chargeable to taxpayers for the year 2002 total $322,000.0. This amount includes expenses in 2001 estimated at $20,000.0 and non-financed at December 31, 2001.

Triennal statement of investment activity 2002-2004

	Forecast			
	2002	2003	2004	Total
Investment projects chargeable to taxpayers				
ongoing projects	115,000.0	44,000.0	8,000.0	167,000.0
projects earmarked for transition costs	17,000.0	10,000.0	1,000.0	28,000.0
projects earmarked for reorganisation and standardization	20,000.0	27,000.0	36,000.0	83,000.0
expenditures to finance as of 12-31-2001	20,000.0	-	-	20,000.0
projects to be selected	150,000.0	241,000.0	277,000.0	668,000.0
- to maintain municipal assets				
- to promote economic development				
- to balance allocations of immovables in the boroughs				
Total investment projects	**322,000.0**	**322,000.0**	**322,000.0**	**966,000.0**

Analysis of Investment Activities

Investment projects

The overall budget for investment expenditures was established to take into account borrowed amounts that make it possible to stabilize the growth of financing costs for 2002-2004. Fixed capital expenditures chargeable to taxpayers were set at $322,000.0 annually. This amount will enable the City of Montréal to stabilize the amount of financing expenses and the debt load of Montrealers in the next few years.

The consolidation of municipal assets remains a primary concern for any municipal administration. The development of a three-year capital expenditures program (2002-2004) calls for a review of the way municipal assets are managed. In the new city, investment projects must take into account the particularities of each borough and how they complement one another.

The pooling of the infrastructures of all Island municipalities creates the need for a more thorough analysis of the guidelines for selecting future investment projects. For this reason, details on investment projects[1] will be tabled at the City Council meeting in February 2002. Other external elements, such as the Québec Government's November 1 special budget announcing the introduction of a new Québec-municipalities infrastructure program and a master plan for urban renewal in disadvantaged neighbourhoods, necessitate a selection of projects in order to maximize the potential for carrying out infrastructure projects on the Island, by obtaining the Québec Government's financial support and stabilizing financing needs through loans chargeable to taxpayers.

As soon as possible, the municipal administration plans to initiate discussions with the Québec Government on the implementation of its business plan for creating new wealth. This business plan would provide increased flexibility and levels of investment needed to accelerate the development of the new city.

Project selection criteria

A detailed capital expenditures program will be established in order to:

- Ensure the continuity of current projects;
- Provide financing for specific projects related to transition costs;
- Provide financing for specific projects related to reorganization and standardization costs;
- Maintain municipal assets;
- Ensure economic development in the territory;
- Encourage financial participation by the new City of Montréal's partners.

Ensure the continuity of current projects

Many capital projects are currently under way and will be concluded in 2002 or in subsequent years. The necessary funds for the completion of these investments will be set aside.

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[1] A list of ongoing projects, projects related to transition costs, reorganization and standardization costs will also be tabled at the February 2002 City Council meeting.

Provide financing for specific projects related to transition costs

Financing must be provided for projects related to transition costs: $28,000.0 has been allocated for this purpose. The Québec Government has agreed to contribute to transition-related projects.

Provide financing for specific projects related to reorganization and standardization costs

With the establishment of the new city, some activities (e.g., communications network for the Fire Safety Department) must be reorganized and standardized. In 2002, an $20,000.0 will be provided for this type of project.

Maintain municipal assets

A major share of investments will be earmarked for projects to improve and restore existing infrastructures. In some boroughs, investments are required for building new urban infrastructures in order to offset certain inequities resulting from the allocations among the boroughs.

Ensure economic development in the territory

A municipality cannot develop and prosper unless its economic development is fuelled through the ongoing development of residential, commercial and industrial infrastructures that will attract new private investments.

Encourage financial participation by the new City of Montréal's partners

The provincial and federal governments, entrepreneurs and other organizations, contribute to the financing of numerous capital projects. This economic lever enables the municipality to develop new residential neighbourhoods, maintain its roads and water supply networks in good condition and provide additional services to residents. The financial participation of these partners is a major element in municipal projects and is essential to the development of the new city.

The provincial and federal governments will participate through the following programs:

- Agreement with the ministère de la Culture et des Communications du Québec on cultural development;
- Agreement with the ministère des Affaires municipales et de la Métropole for the revitalization of targeted neighbourhoods;
- Agreement with the ministère de l'Environnement du Québec for soil decontamination (the City of Montréal will manage projects on private property);
- Specific agreements with various government departments for projects such as the Cité des arts du cirque, investments in the Quartier International, Cité du Multimédia, etc.;
- Agreement with the ministère des Transports du Québec for various road projects;
- Canada-Québec Infrastructures Program (starting in 2001);
- Programme d'infrastructures-Québec (Québec infrastructures program starting in 2001);
- Programme d'infrastructures Québec-municipalités (municipalities' infrastructures program in Québec budget of November 1, 2001);
- Programme de renouveau urbain pour les quartiers dévitalisés (urban renewal program for disadvantaged neighbourhoods in Québec budget of November 1, 2001).

Budget allowances for the boroughs and central departments

To ensure that capital projects are carried out efficiently and effectively, the overall allowance for the investment program will be divided among the boroughs and the central departments, according to their staff and mission. It will take into account investments in the former municipalities on a historical basis, adjusted to take into consideration major one-time investments as well as the need to balance the allocations among the boroughs. This allowance will be made using a new management method for investment programs.

Analysis of financing sources

With the borrowing power chargeable to taxpayers set at $322,000.0 annually, the City of Montréal will approach its partners, such as the provincial and federal governments (through existing programs) and various organizations, for the financing of investment projects in 2002 for a cash amount of $40,973.0. Also, an amount of $6,527.0 is forecast for cash financing of capital works.

In addition, the provincial government's share supported by long-term loans, through various subsidy programs, was evaluated at $31,500.0. Lastly, customers of the Commission des services électriques de Montréal will share the financing of $28,238.0 and Hydro-Westmount will finance $1,215.0.

The various sources of financing for 2002, and particularly financial participation by Montréal's partners, will make it possible to control the increase in financing costs. These partners will finance about 25% of the investment expenditures.

Over 2002-2004, $1,294,890.0 will be allocated to financing capital assets. Montréal taxpayers will assume $966,000.0 in the form of long-term loans and $22,527.0 through taxation. The federal and provincial governments and other organizations will contribute $147,147.0 through direct subsidies and $159,216.0 through the reimbursement of loans contracted by the City of Montréal.

BUDGET FORECASTS ACCORDING TO ORGANIZATIONAL STRUCTURE

This section of the document presents the budget in such a way as to distinguish between institutional budgets and those attributed to managers, namely the boroughs and the central units. It therefore reflects the organizational structure of the municipality.

	2002 Forecast	
	Revenue	**Expenditures**
Boroughs	**84,036.5**	**1,131,391.3**
Central units	**3,698,892.4**	**1,531,242.8**
Other budget items		
Common expenditures	-	250,417.3
Financial expenditures[1]	-	623,837.1
Contribution expenditures	-	334,609.0
	-	**1,208,863.4**
Elimination of internal transactions	**(259,614.3)**	**(259,614.3)**
Total[2]	**3,523,314.6**	**3,611,883.2**

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[1] Excluding financial expenses presented in the boroughs and central units.

[2] The difference of $88,568.6 between revenues and expenditures is offset by the allocations and the long-term financing of financial activities.

Breakdown of budget forecasts

	2002 Forecast	
	Revenue	Expenditures
Boroughs		
Ahuntsic/Cartierville[1]	1,238.6	44,485.9
Anjou	1,690.5	36,379.5
Beaconsfield/Baie-d'Urfé	1,033.4	18,344.3
Côte-des-Neiges/Notre-Dame-de-Grâce[1]	1,270.8	53,952.8
Côte-Saint-Luc/Hampstead/Montréal-Ouest	1,793.0	34,563.6
Dollard-des-Ormeaux/Roxboro	1,404.5	35,797.6
Dorval/L'Ïle-Dorval	2,320.2	33,022.1
Kirkland	944.1	20,854.4
Lachine	2,510.7	35,791.2
Lasalle	2,623.0	46,925.0
L'Île-Bizard/Sainte-Geneviève/Sainte-Anne-de-Bellevue	1,085.6	14,769.1
Mercier/Hochelaga-Maisonneuve[1]	3,630.9	59,812.5
Montréal-Nord	1,325.0	38,501.8
Mont-Royal	2,031.6	21,135.9
Outremont	2,080.5	17,222.0
Pierrefonds/Senneville	6,129.4	41,093.8
Plateau-Mont-Royal[1]	2,068.9	45,750.1
Pointe-Claire	6,806.1	48,685.2
Rivière-des-Prairies/Pointe-aux-Trembles/Montréal-Est[1]	2,084.8	57,029.3
Rosemont/Petite-Patrie[1]	1,593.6	55,852.4
Saint-Laurent	3,207.0	83,563.9
Saint-Léonard	2,015.0	52,694.0
Sud-Ouest[1]	884.2	43,689.8
Verdun	2,929.6	43,875.5
Ville-Marie[1]	2,955.8	56,461.7
Villeray/Saint-Michel/Parc-Extension[1]	1,642.0	49,218.0
Westmount	24,737.7	41,919.9
Total for boroughs	**84,036.5**	**1,131,391.3**

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[1] The budget for the boroughs from the former cities of Montréal and Montréal-Est excludes credits related to the debt service. These are presented in the budget item "financial expenditures".

For the other boroughs, financing costs associated with the debt contracted at December 31, 2001 and at its refinancing are included in the data above. All costs relative to the debt contracted at a later date are presented in the budgetary item for "financial expenditures".

	2002 Forecast	
	Revenue	Expenditures
Central units		
General administration	-	2,985.9
Auditor's office	272.4	4,147.2
Commission des services électriques de Montréal	66,552.4	58,036.3
Cultural development	5,150.5	28,891.0
Economic and urban development	21,254.0	32,791.1
Social and community development	71,516.8	77,342.5
Environment, roads and infrastructure	33,277.1	181,500.8
Green spaces, recreation and sports	15,995.5	87,281.8
Real estate assessment	40.0	18,837.8
Finance	3,148,694.7	43,716.3
Judicial branch	-	3,519.0
Human resources	3,121.8	25,175.3
Physical and computer resources	210,750.4	239,322.5
General secretariat	100,841.5	68,755.6
Public safety	21,425.3	658,939.7
Total for central units	**3,698,892.4**	**1,531,242.8**
Other budgetary items		
Common expenditures		
Possible collection losses	-	16,284.6
Transfer to investment activities	-	47,500.0
Residential, industrial and commercial renovation	-	48,447.3
Appropriations for contingent expenditures	-	35,761.2
General administrative expenditures	-	4,038.2
Master agreement—Montréal—Québec government	-	8,216.2
Redeployment of resources	-	37,385.7
Pensions and annuities	-	7,966.9
Victims of work-related injuries	-	4,762.7
Other common expenditures	-	40,054.5
	-	250,417.3
Financial expenditures[1]		
Financing costs	-	364,262.3
Reimbursement of long-term debt	-	259,574.8
	-	623,837.1
Contribution expenditures		
Montréal Metropolitan Community	-	23,955.4
Société de transport de Montréal	-	244,100.0
Agence métropolitaine de transport	-	25,382.0
Paramunicipal corporations	-	20,372.4
Société d'initiative et de développement commercial	-	3,673.0
Arts Council	-	8,647.0
Other organizations	-	8,479.2
	-	334,609.0
Total for other budgetary items	-	**1,208,863.4**
Elimination of internal transactions	**(259,614.3)**	**(259,614.3)**
Total	**3,523,314.6**	**3,611,883.2**

[1] Excluding financial expenditures presented in the boroughs and central units.

Boroughs

Summary of budget forecasts - Boroughs

2002 Forecast

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[1] The budget for the boroughs from the former cities of Montréal and Montréal-Est excludes credits related to the debt service. These are presented in the budgetary item for "financial expenditures".

For the other boroughs, financing costs associated with the debt contracted at December 31, 2001 and at its refinancing are included in the data above. All costs relative to the debt contracted at a later date are presented in the budgetary item for "financial expenditures".

General comments on the borough budgets

The individual boroughs budgets have been developed with certain objectives in mind, the most important of which are:

- Maintenance, if not improvement, of services to citizens;
- Participation in a balanced budget that aims to streamline the administrative structure and achieve savings as part of the merger of the municipalities and creation of the new boroughs;
- Continuing improvement of the efficiency and productiveness of management practices;
- Respect for commitments made to employees of the new city.

For the presentation of the new city's first budget, it is important to understand that revenue and expenditure items shown may vary from borough to borough, which makes it speculative to compare the authorized budgets without closely and thoroughly analyzing the operations and specific characteristics of each entity.

Following are the main differences in the borough budget presentations:

- Financial expenses are not included in the budgets of boroughs created from the former cities of Montréal and Montréal-Est, unlike the case for the other boroughs, whose budgets include costs of servicing debt incurred as at December 31, 2001.
- A total amount of $12,958.3 is distributed among the boroughs formed from the former City of Montréal to provide the actuarial deficit of the pension funds.
- Expenses for monitoring parking in the territory of the former City of Montréal are centralized within the Environment, Roads and Networks Department; similarly, the Municipal Court is included in the General Secretariat unit. For all other boroughs, these costs are shown in the local budgets.

  Revenues from fines and penalties levied across all the boroughs, for their part, are also shown within the General Secretariat unit. This approach will be re-examined in the short-term in order to distribute to the boroughs the amounts due to them.
- For the boroughs created from the suburban municipalities only, local budgets include funds allocated for the purchase of drinking water.
- During the creation of the nine boroughs formed from the former City of Montréal, budgets for certain operations were grouped within a single borough in order to avoid costly duplication of these activities:

- Street lighting and pavement marking: Rosemont/Petite-Patrie;
- Logistics and support for sports and recreational activities: Mercier/Hochelaga-Maisonneuve;
- Public events: Ville-Marie;
- Dog patrol and noise control: Plateau-Mont-Royal.

- The budget for Westmount borough includes amounts of $19,028.7 and $22,201.4 for, respectively, the expenditures and revenues of the Hydro-Westmount electricity network.

General comments on the borough budgets

- Several other budget items should be adjusted in order to make the borough data comparable, among them, information systems, purchasing management, immovables and rolling stock management, emergency preparedness, human resources management, drinking water production, subsidies and contributions to organizations, bad debts for non-tax revenues, etc.

All the abovementioned elements may significantly affect the comparison of budget data from the different boroughs.

In addition, budgets for fire protection and assessment and taxation of tax revenues of the former suburbs have been transferred to the corresponding central units.

The borough budgets are presented before any elimination of internal transactions between the different municipal authorities. It is only during data consolidation that the total budget of the City is restated on the basis of internal transactions in order to avoid duplicate posting of revenues and expenditures.

BOROUGH OF Ahuntsic-Cartierville

General comments on the budget

The budget for the borough of Ahuntsic/Cartierville was developed in accordance with the legislation governing the creation of the City of Montréal.

An organizational structure consisting of five directorships has been created to take on the new responsibilities stipulated in Bill 170 and to provide the borough with a degree of autonomy.

The 2002 budget for Ahuntsic-Cartierville has been established at $44,485.9 for a staff of 368.3 person-years. Non-tax revenues are expected to reach $1,238.6, generated primarily by fees charged for neighbourhood services. The offices of Accès Montréal will remain open in order to provide residents with easy access to the services offered by the borough and by the City in the borough. There will be no changes in neighbourhood services such as snow removal or sports, cultural, recreational and community activities.

A new borough family swimming centre will be opened in 2002. Funds have been allocated in the budget for operating the recreational centre.

Increases in the cost of fuel and the amounts of snow-melting compound and abrasives purchased were factored into the borough's budget. All the boroughs of the former City of Montréal have needed additional budgetary allocations for overtime due to snow removal. An extra $594.9 was added to the borough's budget based on the real results of the past few years.

All administrative offices providing front-line services, such as parks, leisure and cultural activities and public works, will continue to operate. The new borough office is scheduled to be open by February 2002; residents will be informed as soon as possible of the actual opening date. All services provided by the borough will be available through this office, which will be located at 10794 Lajeunesse Street.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	
general administration	0.3
public safety	0.9
transportation	262.2
environmental hygiene	17.5
health and welfare	-
urban planning and development	51.4
recreation and culture	235.0
other	11.8
	579.1
Other revenue	
licences and permits	659.5
other	-
	659.5
	1,238.6
Transfers	
Conditional transfers	-
Total of non-tax revenue	**1,238.6**

Expenditures by function	2002 Forecast
General administration	2,588.0
Road network	4,679.9
Snow removal	8,647.1
Street lighting	-
Traffic and parking	-
Water and sewers	2,015.4
Waste removal and recycling	6,867.6
Urban planning and development	788.5
Recreational activities	
community centres	1,993.4
indoor and outdoor skating rinks	1,171.6
swimming pools, beaches and marinas	1,913.6
parks and playing fields	5,886.7
other	1,530.3
	12,495.6
Cultural activities	
community centres	164.5
libraries	1,172.1
other	1,029.5
	2,366.1
Support for operations and other expenditures	4,037.7
Total for operating expenditures by function	**44,485.9**

Expenditures by item and employment category	2002 Forecast	
	p.y.	$
Remuneration		
Managerial staff and foremen	33.4	2,297.6
Professionals and white-collar employees	121.2	4,981.8
Blue-collar workers	213.7	10,046.8
	368.3	17,326.2
Employer contributions	-	6,089.4
Other items of expenditures	-	21,070.3
Total expenditures by item and employment category	**368.3**	**44,485.9**

BOROUGH OF Anjou

F-2

General comments on the budget

The borough of Anjou is submitting a budget totalling $36,379.5 and 217.7 staff person-years to serve the needs of its residents. This budget was prepared in accordance with several objectives, which included reducing the size of the administrative structure. The borough saved $663.6 in several areas without, it should be noted, affecting the quality and variety of services.

Additional funds allocated include $85.0 for the upkeep and supervision of three new parks and a new network of cycle paths, as well as $71.0 to increase supervision of the daily upkeep of the parks and green areas in the new borough. Budgets for other items were restructured in order to offset these increases.

Anjou will also implement the one-stop-shopping approach used in Accès Montréal offices at the beginning of 2002. This improvement will require moving personnel and modifying the management information system. Residents will be able to submit requests, pay tax accounts, reserve a venue or equipment, purchase a dog licence or show ticket, etc., or simply obtain information on services provided by the City of Montréal, all through this one-stop access. Opening hours should be adapted to the needs of the residents.

An estimated $1,690.5 in revenues will be generated primarily by rates charged for neighbourhood services.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	
general administration	-
public safety	-
transportation	-
environmental hygiene	-
health and welfare	-
urban planning and development	-
recreation and culture	358.0
other	89.5
	447.5
Other revenue	
licences and permits	87.0
other	538.0
	625.0
	1,072.5
Transfers	
Conditional transfers	618.0
Total of non-tax revenue	**1,690.5**

Expenditures by function	**2002 Forecast**
General administration	3,428.8
Road network	1,826.5
Snow removal	3,106.3
Street lighting	380.2
Traffic and parking	246.0
Water and sewers	2,999.8
Waste removal and recycling	1,454.0
Urban planning and development	1,782.3
Recreational activities	
community centres	2,023.8
indoor and outdoor skating rinks	48.7
swimming pools, beaches and marinas	579.4
parks and playing fields	1,619.1
other	280.8
	4,551.8
Cultural activities	
community centres	-
libraries	960.7
other	196.8
	1,157.5
Financing costs	6,203.2
Other	1,987.1
Total for operating expenditures by function	**29,123.5**
Reimbursement of long-term debt	7,256.0
Total for operating expenditures by function and other financial activities	**36,379.5**

Expenditures by item and employment category	**2002 Forecast**	
	p.y.	**$**
Remuneration		
Managerial staff and foremen	22.0	1,535.7
Professionals and white-collar employees	103.6	3,222.6
Blue-collar workers	92.1	3,322.4
	217.7	8,080.7
Employer contributions	-	2,248.3
Other items of expenditures	-	26,050.5
Total expenditures by item and employment category	**217.7**	**36,379.5**

BOROUGH OF Beaconsfield
Baie-d'Urfé

General comments on the budget

The key focus of the Beaconsfield/Baie-d'Urfé budget is to meet the following objectives:

- To help bring in a balanced budget through savings realized by merging the municipalities and paring down the administrative structure;
- To maintain, if not improve, services provided to residents;
- To reduce administrative costs;
- To continue improving the effectiveness and efficiency of management practices;
- To fulfil commitments made to the staff.

This budget focussed on eliminating executive positions made redundant by the merger of Beaconsfield and Baie-d'Urfé. This resulted in an 18% decrease in the number of managers, professionals and white-collar workers and savings of $754.9. The administration's priorities in 2002 will include the smooth integration of resources.

Some adjustments were made in order to offset the increase in costs. A total of $129.5 has therefore been earmarked for the purchase of goods and services and the addition of one person-year in order to improve the level of tax services provided to residents.

The objective of the administration and all its personnel is to ensure that the quality of services provided across the borough is maintained, even improved. Regardless of the service, be it relations with residents, leisure activities or public works, the budget has provided for the tools required to ensure continuity and rapid adaptation to the new structure. A total of $18,344.3 and 153.0 person-years will be allocated to maintaining the services provided to residents.

Lastly, revenues from neighbourhood services are expected to reach $1,033.4.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	47.8
Other services provided	
general administration	2.4
public safety	-
transportation	-
environmental hygiene	5.0
health and welfare	-
urban planning and development	-
recreation and culture	658.7
other	36.0
	702.1
Other revenue	
licences and permits	47.8
other	8.0
	55.8
	805.7
Transfers	
Conditional transfers	227.7
Total of non-tax revenue	**1,033.4**

Expenditures by function	**2002 Forecast**
General administration	2,110.9
Road network	1,907.4
Snow removal	390.9
Street lighting	237.9
Traffic and parking	98.3
Water and sewers	2,694.4
Waste removal and recycling	1,363.8
Urban planning and development	570.1
Recreational activities	
community centres	97.8
indoor and outdoor skating rinks	607.3
swimming pools, beaches and marinas	209.0
parks and playing fields	1,843.6
other	46.1
	2,803.8
Cultural activities	
community centres	176.9
libraries	1,148.9
other	104.3
	1,430.1
Financing costs	1,424.8
Other	1,113.9
Total for operating expenditures by function	**16,146.3**
Reimbursement of long-term debt	2,198.0
Total for operating expenditures by function and other financial activities	**18,344.3**

Expenditures by item and employment category	**2002 Forecast**	
	p.y.	**$**
Remuneration		
Managerial staff and foremen	21.0	1,229.3
Professionals and white-collar employees	68.0	1,994.0
Blue-collar workers	64.0	2,069.4
	153.0	5,292.7
Employer contributions	-	1,450.3
Other items of expenditures	-	11,601.3
Total expenditures by item and employment category	**153.0**	**18,344.3**

BOROUGH OF Côte-des-Neiges Notre-Dame-de-Grâce

General comments on the budget

The budget for the borough of Côte-des-Neiges/Notre-Dame-de-Grâce was developed in accordance with the legislation governing the creation of the City of Montréal.

An organizational structure consisting of five directorships has been created to assume the new responsibilities stipulated in Bill 170 and to provide the borough with a degree of autonomy.

The 2002 budget for the borough of Côte-des-Neiges/Notre-Dame-de-Grâce has been established at $53,952.8 for a staff of 405.7 person-years. Non-tax revenues are expected to reach $1,270.8, generated primarily by fees charged for neighbourhood services. The offices of Accès Montréal will remain open in order to provide residents with easy access to the services offered by the borough and by the City in the borough. There will be no changes in the level of neighbourhood services such as snow removal or sports, cultural, recreational and community activities.

Increases in the cost of fuel and the amounts of snow-melting compound and abrasives purchased were factored into the borough's budget. All the boroughs of the former City of Montréal have needed additional budgetary allocations for overtime due to snow removal. An extra $427.0 was added to the borough's budget based on the real results of the past few years.

All the administrative offices providing front-line services, such as parks, leisure and cultural activities and public works, will continue to operate. The new borough office is scheduled to be open by February 2002; residents will be informed as soon as possible of the actual opening date. The office, which is currently under development, will be located at 5160 Décarie Boulevard and will provide all borough services.

Borough of Côte-des-Neiges/Notre-Dame-de-Grâce

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	
general administration	0.3
public safety	0.9
transportation	236.6
environmental hygiene	13.3
health and welfare	-
urban planning and development	110.3
recreation and culture	280.4
other	19.6
	661.4
Other revenue	
licences and permits	609.4
other	-
	609.4
	1,270.8
Transfers	
Conditional transfers	-
Total of non-tax revenue	**1,270.8**

Expenditures by function	**2002 Forecast**
General administration	2,920.8
Road network	5,917.5
Snow removal	8,370.7
Street lighting	-
Traffic and parking	-
Water and sewers	3,035.0
Waste removal and recycling	8,690.9
Urban planning and development	1,034.8
Recreational activities	
community centres	7,409.0
indoor and outdoor skating rinks	930.2
swimming pools, beaches and marinas	1,209.7
parks and playing fields	5,032.2
other	1,453.8
	16,034.9
Cultural activities	
community centres	349.3
libraries	1,446.9
other	896.2
	2,692.4
Support for operations and other expenditures	5,255.8
Total for operating expenditures by function	**53,952.8**

Expenditures by item and employment category	**2002 Forecast**	
	p.y.	**$**
Remuneration		
Managerial staff and foremen	37.4	2,553.7
Professionals and white-collar employees	148.9	6,214.1
Blue-collar workers	219.4	9,858.5
	405.7	18,626.3
Employer contributions	-	6,706.6
Other items of expenditures	-	28,619.9
Total expenditures by item and employment category	**405.7**	**53,952.8**

BOROUGH OF Côte-Saint-Luc Hampstead Montréal-Ouest

General comments on the budget

Managers of the three merged municipal administrations played an active role in preparing the budget submitted by the borough of Côte-Saint-Luc/Hampstead/Montréal-Ouest.

The budget choices demonstrate the borough's concern about providing top-quality neighborhood services and meeting the expectations of its residents.

The merger of the three municipalities into one borough and the quest to balance the budget led to the introduction of measures that will help better allocate tasks, as well as pool expertise and resources, thereby offsetting the effects of the planned reorganization.

The adjustments generated $1,882.8 in savings, primarily as a result of staff downsizing. The borough therefore generated savings through the merger of the three municipalities, by reducing the size of its administrative structure and significantly reorganizing the work processes in each of its units.

The risks of diminishing the quality of services provided to residents will be minimized, as spending linked directly to this particular item was not reduced. Managers will also be able to provide the same level of recreational and cultural services, as rates for these activities have not changed.

The budget provides allocations of $34,563.6 and uses 296.8 staff person-years. Revenues from neighbourhood services are estimated at $1,793.0.

In addition to ensuring service continuity, this budget will provide for smooth management within the borough and ensure that residents continue to enjoy their quality of life and feeling of belonging.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	
general administration	-
public safety	-
transportation	-
environmental hygiene	5.5
health and welfare	-
urban planning and development	-
recreation and culture	1,377.6
other	81.1
	1,464.2
Other revenue	
licences and permits	108.6
other	37.3
	145.9
	1,610.1
Transfers	
Conditional transfers	182.9
Total of non-tax revenue	**1,793.0**

Expenditures by function	2002 Forecast
General administration	5,326.0
Road network	3,192.2
Snow removal	2,906.7
Street lighting	560.6
Traffic and parking	84.2
Water and sewers	3,041.8
Waste removal and recycling	1,725.8
Urban planning and development	124.0
Recreational activities	
community centres	850.0
indoor and outdoor skating rinks	1,330.5
swimming pools, beaches and marinas	510.3
parks and playing fields	2,730.2
other	348.0
	5,769.0
Cultural activities	
community centres	63.7
libraries	3,172.4
other	3.2
	3,239.3
Financing costs	2,900.3
Other	1,780.5
Total for operating expenditures by function	**30,650.4**
Reimbursement of long-term debt	3,913.2
Total for operating expenditures by function and other financial activities	**34,563.6**

Expenditures by item and employment category	2002 Forecast	
	p.y.	$
Remuneration		
Managerial staff and foremen	65.1	3,683.4
Professionals and white-collar employees	127.7	3,830.7
Blue-collar workers	104.0	4,228.6
	296.8	11,742.7
Employer contributions	-	2,009.0
Other items of expenditures	-	20,811.9
Total expenditures by item and employment category	**296.8**	**34,563.6**

BOROUGH OF Dollard-des-Ormeaux
Roxboro

General comments on the budget

The 2002 budget for the borough of Dollard-des-Ormeaux/Roxboro was drafted by managers of the two merged municipalities. The $35,797.6 budget provides for the creation of a new organizational structure that will save the borough a total of $862.5. Operations management will require 200.0 person-years.

One of the highlights of the budget is the decrease in the debt. In spite of the several projects carried out last year, it will fall by approximately $500.0, thereby continuing the downward trend seen in recent years. Other budgetary items have been rolled over in order to continue providing services that meet the residents' expectations.

This budget has been readjusted to provide for new facilities and a broader range of services in order to improve the quality of the borough's socio-cultural activities.

With rates remaining at 2001 levels, revenues from neighbourhood services are expected to reach $1,404.5. There will, however, be a $50.0 shortfall as a result of the elimination of the special rate for non-residents.

As a residential borough with a high standard of living, public services have always been, and will remain, a primary focus for Dollard-des-Ormeaux/Roxboro.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	58.0
Other services provided	
general administration	-
public safety	-
transportation	-
environmental hygiene	0.6
health and welfare	5.0
urban planning and development	-
recreation and culture	395.3
other	-
	400.9
Other revenue	
licences and permits	63.8
other	304.0
	367.8
	826.7
Transfers	
Conditional transfers	577.8
Total of non-tax revenue	**1,404.5**

Expenditures by function	**2002 Forecast**
General administration	4,273.3
Road network	4,765.5
Snow removal	2,135.5
Street lighting	434.0
Traffic and parking	154.0
Water and sewers	2,078.4
Waste removal and recycling	1,980.3
Urban planning and development	798.3
Recreational activities	
community centres	573.3
indoor and outdoor skating rinks	1,664.9
swimming pools, beaches and marinas	927.9
parks and playing fields	2,871.3
other	52.6
	6,090.0
Cultural activities	
community centres	-
libraries	1,442.9
other	70.0
	1,512.9
Financing costs	3,188.8
Other	1,968.9
Total for operating expenditures by function	**29,379.9**
Reimbursement of long-term debt	6,417.7
Total for operating expenditures by function and other financial activities	**35,797.6**

Expenditures by item and employment category	**2002 Forecast**	
	p.y.	**$**
Remuneration		
Managerial staff and foremen	46.5	2,802.6
Professionals and white-collar employees	43.5	1,873.6
Blue-collar workers	110.0	3,960.9
	200.0	8,637.1
Employer contributions	-	2,649.4
Other items of expenditures	-	24,511.1
Total expenditures by item and employment category	**200.0**	**35,797.6**

BOROUGH OF Dorval
L'Île-Dorval

General comments on the budget

The borough of Dorval/L'Île-Dorval will require a budget amounting to $33,022.1 and a total of 178.5 staff person-years assigned to operations in order to maintain the quality of services it provides. Budgetary allocations have been adjusted to take into account the increase in funding required for some services. Additional allocations of $314.6 have therefore been earmarked for items such as energy, snow removal and curbside collection and recycling.

Following a review of their operations, borough managers contributed to the creation of the new city by downsizing and reorganizing their structures. They generated savings in the amount of $775.3, primarily from support activities such as treasury, information technologies and human resources.

Revenues from local sources are estimated at $2,320.2. This is attributable to the maintenance of services financed by a rates method, rather than taxation. Rates were left unchanged from 2001 to 2002.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	40.5
Other services provided	
general administration	36.3
public safety	-
transportation	2.0
environmental hygiene	134.3
health and welfare	17.2
urban planning and development	-
recreation and culture	1,579.6
other	21.1
	1,790.5
Other revenue	
licences and permits	98.1
other	23.7
	121.8
	1,952.8
Transfers	
Conditional transfers	367.4
Total of non-tax revenue	**2,320.2**

Expenditures by function	2002 Forecast
General administration	4,271.6
Road network	2,060.3
Snow removal	2,772.4
Street lighting	482.0
Traffic and parking	556.1
Water and sewers	3,656.0
Waste removal and recycling	1,096.8
Urban planning and development	976.7
Recreational activities	
community centres	528.8
indoor and outdoor skating rinks	1,379.3
swimming pools, beaches and marinas	1,257.9
parks and playing fields	2,859.7
other	843.3
	6,869.0
Cultural activities	
community centres	449.6
libraries	1,189.7
other	-
	1,639.3
Financing costs	2,769.6
Other	1,273.2
Total for operating expenditures by function	**28,423.0**
Reimbursement of long-term debt	4,599.1
Total for operating expenditures by function and other financial activities	**33,022.1**

Expenditures by item and employment category	2002 Forecast	
	p.y.	$
Remuneration		
Managerial staff and foremen	39.5	2,333.4
Professionals and white-collar employees	49.0	3,115.0
Blue-collar workers	90.0	4,639.5
	178.5	10,087.9
Employer contributions	-	3,573.5
Other items of expenditures	-	19,360.7
Total expenditures by item and employment category	**178.5**	**33,022.1**

BOROUGH OF Kirkland

General comments on the budget

The 2002 budget was developed in accordance with the legislation governing the creation of the City of Montréal.

Non-tax revenues are expected to total $944.1 and will be generated primarily by leisure and cultural activities. This amount is approximately the same as last year's and is in keeping with the objective to maintain rates at 2001 levels.

Expenditures totalling $20,854.4 include financing charges in the amount of $7,189.1 payable on the debt accumulated as at December 31, 2001; 16% of the budget has been earmarked for general administrative expenses, 12.5% for transportation, 16.5% for community hygiene and 14.1% for recreational and cultural activities.

With the creation of the new city, the borough reduced the size of its structure and saved $338.3. The borough therefore now has a staff of 109.8 person-years with a payroll totalling $4,187.7.

The renewal of contracts for certain services, such as snow removal, maintenance of traffic lights and garbage collection, required additional budgetary allocations. Another $82.9 has been earmarked for the maintenance of buildings and rolling stock.

The 2002 budget is tangible proof of the entire borough staff's determination to ensure that the local council and the administration continue to make residents their top priority.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	1.2
Other services provided	
general administration	37.0
public safety	-
transportation	-
environmental hygiene	26.8
health and welfare	-
urban planning and development	-
recreation and culture	601.1
other	-
	664.9
Other revenue	
licences and permits	64.0
other	13.9
	77.9
	744.0
Transfers	
Conditional transfers	200.1
Total of non-tax revenue	**944.1**

Expenditures by function	**2002 Forecast**
General administration	3,335.8
Road network	1,366.8
Snow removal	800.2
Street lighting	350.3
Traffic and parking	88.6
Water and sewers	2,537.8
Waste removal and recycling	911.6
Urban planning and development	1,166.9
Recreational activities	
community centres	804.5
indoor and outdoor skating rinks	-
swimming pools, beaches and marinas	-
parks and playing fields	1,295.9
other	-
	2,100.4
Cultural activities	
community centres	-
libraries	836.6
other	-
	836.6
Financing costs	2,924.0
Other	170.3
Total for operating expenditures by function	**16,589.3**
Reimbursement of long-term debt	4,265.1
Total for operating expenditures by function and other financial activities	**20,854.4**

Expenditures by item and employment category	**2002 Forecast**	
	p.y.	**$**
Remuneration		
Managerial staff and foremen	21.0	1,219.6
Professionals and white-collar employees	43.0	1,313.4
Blue-collar workers	45.8	1,654.7
	109.8	4,187.7
Employer contributions	-	1,114.4
Other items of expenditures	-	15,552.3
Total expenditures by item and employment category	**109.8**	**20,854.4**

BOROUGH OF Lachine

General comments on the budget

The 2002 budget for the borough of Lachine was based on forecasts from the former City of Lachine, minus costs incurred for services provided by the central units.

The new city of Lachine was created in 2001 following the merger of the former municipalities of Lachine and Saint-Pierre.

The borough's 2002 expenditures budget totals $35,791.2; it will require 250.1 staff person-years to maintain neighbourhood services.

The budget takes into account the specific features of the borough. Consequently, additional budgetary allocations have been earmarked for grants to community groups, especially those involved in cultural and sports activities; the upkeep of parks and green spaces; as well as the running of a municipal museum and an entertainment hall. This measure is aimed at providing organizations with sufficient means to continue, and where possible improve, the services available to the residents prior to the merger.

The management of the borough of Lachine capitalized on the creation of the new municipality to downsize its administrative structures based on staff redeployment and the fact that responsibilities will be assumed by the central unit. These cuts generated $742.1 in savings.

With rates for services to residents remaining unchanged from 2001, non-tax revenues for 2002 will total approximately $2,510.7.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	739.0
Other services provided	
general administration	360.2
public safety	-
transportation	154.7
environmental hygiene	-
health and welfare	1.5
urban planning and development	33.0
recreation and culture	639.0
other	-
	1,188.4
Other revenue	
licences and permits	147.3
other	336.0
	483.3
	2,410.7
Transfers	
Conditional transfers	100.0
Total of non-tax revenue	**2,510.7**

Expenditures by function	**2002 Forecast**
General administration	4,044.8
Road network	933.3
Snow removal	3,720.8
Street lighting	727.3
Traffic and parking	417.5
Water and sewers	3,865.4
Waste removal and recycling	1,410.4
Urban planning and development	1,139.3
Recreational activities	
community centres	403.3
indoor and outdoor skating rinks	1,691.6
swimming pools, beaches and marinas	473.2
parks and playing fields	2,215.5
other	1,680.0
	6,463.6
Cultural activities	
community centres	-
libraries	1,084.0
other	712.3
	1,796.3
Financing costs	4,676.6
Other	326.1
Total for operating expenditures by function	**29,521.4**
Reimbursement of long-term debt	6,269.8
Total for operating expenditures by function and other financial activities	**35,791.2**

Expenditures by item and employment category	**2002 Forecast**	
	p.y.	**$**
Remuneration		
Managerial staff and foremen	34.0	2,464.0
Professionals and white-collar employees	93.0	3,111.2
Blue-collar workers	123.1	4,982.3
	250.1	10,557.5
Employer contributions	-	2,816.7
Other items of expenditures	-	22,417.0
Total expenditures by item and employment category	**250.1**	**35,791.2**

BOROUGH OF LaSalle

General comments on the budget

The 2002 budget for the borough of LaSalle was prepared by managers of the various departments of the former City of LaSalle. The managers selected budget items based on their ongoing concern about providing top-quality services and meeting the expectations of LaSalle residents.

Highlights of the 2002 budget

The 2002 budget for the borough of LaSalle totals $46,925.0. Revenues from neighbourhood services amount to $2,623.0 and a workforce of 300.0 person-years has been assigned to borough operations.

The borough's efforts, which have resulted in reducing the debt over several consecutive years, have also helped decrease financing costs and capital repayments ($2,715.0). In 2002, property owners in LaSalle will enter a new phase with a borough whose overall debt is less than it was the previous year.

In terms of expenditures, the borough had to allocate an additional $600.0 for snow removal operations as a result of the closure of the last snow chute into the river and the increase in the cost of transporting snow to a single site. A further $500.0 was required to cover the soaring cost of renting appropriate premises for recreational activities.

Although rates imposed on non-residents have been eliminated, overall rates for recreational and cultural activities for LaSalle residents will remain unchanged. As a result, non-tax revenues generated from recreational and cultural activities will be virtually the same as in 2001. The snow dump site is expected to generate less revenue, as neighbouring boroughs make less use of the facility.

Budget restructuring

A restructuring of the budget generated savings in the amount of $944.0 for LaSalle. A decrease in administrative personnel and the extensive review of work organization methods in each of the borough's departments will generate $849.0 in savings.

Level of services

LaSalle residents will continue to enjoy the same quantity and quality of services, as the 2002 budget does not include any cuts in spending on this item. When considering new measures, borough managers always ensure the residents are their top priority; they make every effort to minimize any impact on the quality of services provided.

The borough of LaSalle will have to rely more on synergy and pool its expertise and resources in order to maintain its long-standing mission of continuing to improve services for its residents.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	193.0
Other services provided	
general administration	121.0
public safety	1.0
transportation	275.0
environmental hygiene	92.0
health and welfare	-
urban planning and development	1.0
recreation and culture	760.0
other	-
	1,250.0
Other revenue	
licences and permits	138.0
other	-
	138.0
	1,581.0
Transfers	
Conditional transfers	1,042.0
Total of non-tax revenue	**2,623.0**

Expenditures by function	**2002 Forecast**
General administration	5,857.0
Road network	4,433.0
Snow removal	6,193.0
Street lighting	552.0
Traffic and parking	748.0
Water and sewers	4,318.0
Waste removal and recycling	2,691.0
Urban planning and development	1,034.0
Recreational activities	
community centres	-
indoor and outdoor skating rinks	1,386.0
swimming pools, beaches and marinas	1,208.0
parks and playing fields	4,123.0
other	1,823.0
	8,540.0
Cultural activities	
community centres	202.0
libraries	1,630.0
other	232.0
	2,064.0
Financing costs	3,670.0
Other	329.0
Total for operating expenditures by function	**40,429.0**
Reimbursement of long-term debt	6,496.0
Total for operating expenditures by function and other financial activities	**46,925.0**

Expenditures by item and employment category	**2002 Forecast**	
	p.y.	**$**
Remuneration		
Managerial staff and foremen	39.0	2,832.0
Professionals and white-collar employees	133.0	4,748.7
Blue-collar workers	128.0	6,134.0
	300.0	13,714.7
Employer contributions	-	3,141.3
Other items of expenditures	-	30,069.0
Total expenditures by item and employment category	**300.0**	**46,925.0**

BOROUGH OF L'Île-Bizard Sainte-Geneviève Sainte-Anne-de-Bellevue

General comments on the budget

The 2002 budget for the borough of Île-Bizard/Sainte-Geneviève/Sainte-Anne-de-Bellevue was prepared in close co-operation with the budget supervisors of the three former municipalities. The merger of these municipalities will result in decreasing their expenditures, primarily by reducing the number of managers and by centralizing administrative services. Savings of $649.9 have therefore been factored into the budget.

The borough's budget amounts to $14,769.1; it will require a workforce of 103.5 person-years to continue providing neighbourhood services.

Budget adjustments were required for certain areas; thus, the financing of major projects in 2001, such as renovation of the roads network and development of municipal parks, required an additional $179.1 in financing expenses.

An extra amount of $177.6 was earmarked for the start-up of a new municipal library and a new recreational centre.

With rates charged for activities remaining unchanged, the estimated $1,085.6 in non-tax revenues is virtually the same as last year's figures. These revenues will be generated primarily through recreational and cultural activities.

As administrative services will be centralized, a reduction in the number of management positions has been factored into the budget. Despite the distances that separate the service centres, every effort is being made to ensure that borough residents are provided with the same top-quality services and courteous treatment to which they have become accustomed over the years.

Borough of L'Île-Bizard/Sainte-Geneviève /Sainte-Anne-de-Bellevue

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	1.2
Other services provided	
general administration	69.9
public safety	-
transportation	8.0
environmental hygiene	60.1
health and welfare	-
urban planning and development	14.1
recreation and culture	606.8
other	3.8
	762.7
Other revenue	
licences and permits	74.9
other	-
	74.9
	838.8
Transfers	
Conditional transfers	246.8
Total of non-tax revenue	**1,085.6**

Expenditures by function	2002 Forecast
General administration	1,527.2
Road network	1,550.4
Snow removal	907.5
Street lighting	279.3
Traffic and parking	138.8
Water and sewers	1,778.3
Waste removal and recycling	1,057.4
Urban planning and development	667.4
Recreational activities	
community centres	749.3
indoor and outdoor skating rinks	435.0
swimming pools, beaches and marinas	248.1
parks and playing fields	1,056.3
other	81.8
	2,570.5
Cultural activities	
community centres	38.4
libraries	728.0
other	-
	766.4
Financing costs	1,129.2
Other	237.4
Total for operating expenditures by function	**12,609.8**
Reimbursement of long-term debt	2,159.3
Total for operating expenditures by function and other financial activities	**14,769.1**

Expenditures by item and employment category	2002 Forecast	
	p.y.	$
Remuneration		
Managerial staff and foremen	21.0	1,054.1
Professionals and white-collar employees	27.0	941.1
Blue-collar workers	55.5	2,612.7
	103.5	4,607.9
Employer contributions	-	925.0
Other items of expenditures	-	9,236.2
Total expenditures by item and employment category	**103.5**	**14,769.1**

BOROUGH OF Mercier Hochelaga-Maisonneuve

General comments on the budget

The budget for the borough of Mercier/Hochelaga-Maisonneuve was developed in accordance with the legislation governing the creation of the City of Montréal.

An organizational structure consisting of five directorships has been created to assume the new responsibilities stipulated in Bill 170 and to provide the borough with a degree of autonomy.

The 2002 budget for Mercier/Hochelaga-Maisonneuve has been established at $59,812.5 and the borough will require a workforce of 520.1 person-years. Estimated non-tax revenues amount to $3,630.9, generated primarily by fees charged for neighbourhood services. The offices of Accès Montréal will remain open in order to provide residents with easy access to the services offered by the borough and by the City in the borough. There will be no changes in neighbourhood services such as snow removal or sports, cultural, recreational and community activities.

Increases in the cost of fuel and the amounts of snow-melting compound and abrasives purchased were factored into the borough's budget. All the boroughs of the former City of Montréal have needed additional budgetary allocations for overtime due to snow removal. An extra $442.0 was added to the borough's budget based on the real results of the past few years.

All administrative offices providing front-line services, such as parks, leisure and cultural activities and public works, will continue to operate. The new borough office is scheduled to open by February 2002; residents will be informed as soon as possible of the actual opening date. All services provided by the borough will be available through this office, which will be located at 5600 Hochelaga Street.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	
general administration	0.3
public safety	0.9
transportation	254.6
environmental hygiene	23.1
health and welfare	-
urban planning and development	80.2
recreation and culture	2,722.3
other	19.1
	3,100.5
Other revenue	
licences and permits	530.4
other	-
	530.4
	3,630.9
Transfers	
Conditional transfers	-
Total of non-tax revenue	**3,630.9**

Expenditures by function	**2002 Forecast**
General administration	2,501.1
Road network	4,813.4
Snow removal	8,840.6
Street lighting	-
Traffic and parking	-
Water and sewers	3,068.5
Waste removal and recycling	6,394.4
Urban planning and development	791.5
Recreational activities	
community centres	5,074.5
indoor and outdoor skating rinks	3,907.0
swimming pools, beaches and marinas	2,350.9
parks and playing fields	5,487.5
other	8,571.0
	25,390.9
Cultural activities	
community centres	469.3
libraries	1,761.5
other	1,596.0
	3,826.8
Support for operations and other expenditures	4,185.3
Total for operating expenditures by function	**59,812.5**

Expenditures by item and employment category	**2002 Forecast**	
	p.y.	**$**
Remuneration		
Managerial staff and foremen	41.0	2,772.4
Professionals and white-collar employees	164.5	6,688.8
Blue-collar workers	314.6	13,506.1
	520.1	22,967.3
Employer contributions	-	8,158.2
Other items of expenditures	-	28,687.0
Total expenditures by item and employment category	**520.1**	**59,812.5**

BOROUGH OF Montréal-Nord

General comments on the budget

The 2002 budget for the borough of Montréal-Nord contains the appropriations required to provide residents with the services to which they are entitled. Adjustments, such as the allocation of $400.0 for the purchase of essential products including fuel, natural gas and melting compounds, had to be made to certain budget items in order to achieve this objective. Costs related to collective agreements have also been factored into the budget.

The borough's expenditure budget therefore stands at $38,501.8, including appropriations for the debt incurred prior to January 1, 2002.

Non-tax revenues are expected to reach $1,325.0 and will be generated primarily by neighbourhood services for which fees are charged.

Lastly, a workforce of 338 person-years will be required to support the borough's activities and ensure residents receive top-quality services.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	695.0
Other services provided	
general administration	-
public safety	-
transportation	-
environmental hygiene	-
health and welfare	-
urban planning and development	-
recreation and culture	-
other	-
Other revenue	
licences and permits	31.0
other	234.0
	265.0
	960.0
Transfers	
Conditional transfers	365.0
Total of non-tax revenue	**1,325.0**

Certain revenues relating to services provided to municipal organizations must be allocated over the course of the 2002 fiscal year in the category, other services provided.

Expenditures by function	**2002 Forecast**
General administration	3,994.8
Road network	2,154.0
Snow removal	3,675.0
Street lighting	472.0
Traffic and parking	426.0
Water and sewers	4,881.0
Waste removal and recycling	1,769.0
Urban planning and development	833.0
Recreational activities	
community centres	1,188.0
indoor and outdoor skating rinks	1,146.0
swimming pools, beaches and marinas	707.0
parks and playing fields	1,297.0
other	1,415.0
	5,753.0
Cultural activities	
community centres	206.0
libraries	2,031.0
other	726.0
	2,963.0
Financing costs	2,159.0
Other	6,480.0
Total for operating expenditures by function	**35,559.8**
Reimbursement of long-term debt	2,942.0
Total for operating expenditures by function and other financial activities	**38,501.8**

Expenditures by item and employment category	**2002 Forecast**	
	p.y.	**$**
Remuneration		
Managerial staff and foremen	43.0	3,011.0
Professionals and white-collar employees	108.0	4,553.0
Blue-collar workers	187.0	6,287.0
	338.0	13,851.0
Employer contributions	-	4,522.0
Other items of expenditures	-	20,128.8
Total expenditures by item and employment category	**338.0**	**38,501.8**

BOROUGH OF Mont-Royal

General comments on the budget

The 2002 budget for Mont-Royal is the product of a review of all the borough's operation by the managers of the former municipality of Mont-Royal.

The management team, which was determined to manage the funds available with extreme efficiency, prepared a budget that will ensure that residents of Mont-Royal continue to enjoy the level of services and the quality of life to which they are accustomed. It also intends to remain within its budget target, which has earmarked a total $21,135.9 for spending and forecasts revenues in the amount of $2,031.6.

Revenues are expected to remain generally unchanged from 2001. They will be generated primarily from recreational and cultural activities ($1,192.1), licenses ($320.0) and library subsidies ($100.0). Fees charged for services will remain the same.

In terms of expenditures, the planned structure and operations of the borough are expected to generate a savings of approximately $496.2 per year, primarily as a result of a reorganization of its human resources.

Lastly, cutbacks on certain benefit rates had a positive impact of $67.5 on costs. The borough will require a workforce of 155.2 person-years to conduct its activities.

In the future, the borough will also serve the Glenmount area of the former City of Montréal. The budgetary allocations required for this transition will be transferred to the borough's budget when the operations are switched over during the year.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	
general administration	60.0
public safety	66.7
transportation	26.0
environmental hygiene	3.0
health and welfare	-
urban planning and development	50.9
recreation and culture	1,192.1
other	65.0
	1,463.7
Other revenue	
licences and permits	320.0
other	-
	320.0
	1,783.7
Transfers	
Conditional transfers	247.9
Total of non-tax revenue	**2,031.6**

Expenditures by function	**2002 Forecast**
General administration	3,617.9
Road network	1,860.9
Snow removal	1,726.5
Street lighting	255.7
Traffic and parking	199.0
Water and sewers	1,982.9
Waste removal and recycling	997.5
Urban planning and development	450.8
Recreational activities	
community centres	1,848.5
indoor and outdoor skating rinks	688.0
swimming pools, beaches and marinas	332.6
parks and playing fields	1,712.8
other	-
	4,581.9
Cultural activities	
community centres	-
libraries	1,426.6
other	-
	1,426.6
Financing costs	1,040.2
Other	1,580.0
Total for operating expenditures by function	**19,719.9**
Reimbursement of long-term debt	1,416.0
Total for operating expenditures by function and other financial activities	**21,135.9**

Expenditures by item and employment category	**2002 Forecast**	
	p.y.	**$**
Remuneration		
Managerial staff and foremen	16.2	1,060.5
Professionals and white-collar employees	82.6	3,600.2
Blue-collar workers	56.4	2,492.8
	155.2	7,153.5
Employer contributions	-	1,023.3
Other items of expenditures	-	12,959.1
Total expenditures by item and employment category	**155.2**	**21,135.9**

BOROUGH OF Outremont

General comments on the budget

In the context of municipal mergers and following the transfer of budgets for the central units' operations, the expenditures budget for the borough of Outremont totals $17,222.0. It includes $120.5 earmarked for pay increases approved for 2002 and takes into account efforts required to balance the budget. Certain adjustments have also been made on specific items, such as interruptions in water supply and refunds for sick days.

A staff of 112.7 person-years has been assigned to provide various neighbourhood services; this includes the reduction of 5.0 person-years.

The borough anticipates $2,080.5 in revenues from neighbourhood services, primarily recreational activities and the management of parking meters. Rates charged for these services remain unchanged from 2001.

The borough's management is confident that the sound administrative changes introduced in order to meet the financial imperatives of the new City of Montréal will ensure that the quality of services provided to residents is not affected.

Borough of Outremont

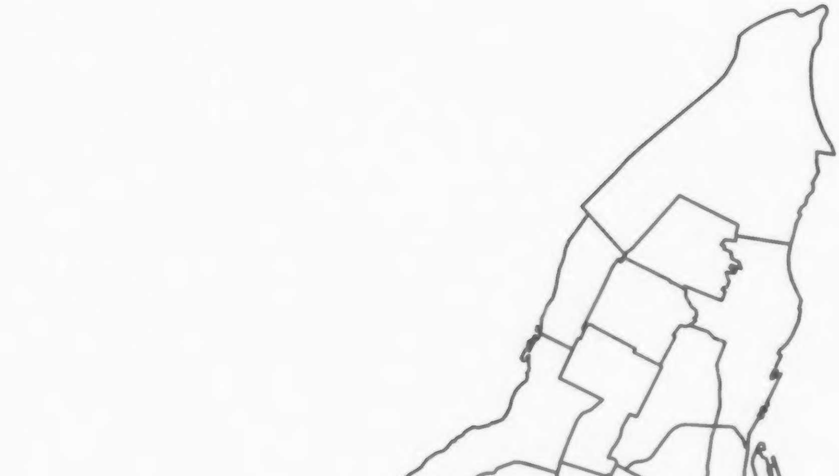
Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	
general administration	44.4
public safety	-
transportation	590.0
environmental hygiene	25.0
health and welfare	-
urban planning and development	-
recreation and culture	541.2
other	-
	1,200.6
Other revenue	
licences and permits	180.1
other	-
	180.1
	1,380.7
Transfers	
Conditional transfers	699.8
Total of non-tax revenue	**2,080.5**

Expenditures by function	**2002 Forecast**
General administration	3,287.0
Road network	1,985.0
Snow removal	2,207.9
Street lighting	295.9
Traffic and parking	425.2
Water and sewers	2,024.1
Waste removal and recycling	1,688.5
Urban planning and development	584.6
Recreational activities	
community centres	622.4
indoor and outdoor skating rinks	307.2
swimming pools, beaches and marinas	87.5
parks and playing fields	751.7
other	90.8
	1,859.6
Cultural activities	
community centres	177.5
libraries	690.1
other	37.0
	904.6
Financing costs	750.7
Other	572.2
Total for operating expenditures by function	**16,585.3**
Reimbursement of long-term debt	636.7
Total for operating expenditures by function and other financial activities	**17,222.0**

Expenditures by item and employment category	**2002 Forecast**	
	p.y.	**$**
Remuneration		
Managerial staff and foremen	27.0	1,612.3
Professionals and white-collar employees	54.2	1,696.1
Blue-collar workers	31.5	1,345.9
	112.7	4,654.3
Employer contributions	-	737.6
Other items of expenditures	-	11,830.1
Total expenditures by item and employment category	**112.7**	**17,222.0**

BOROUGH OF Pierrefonds-Senneville



General comments on the budget

Managers responsible for various services played an active role in drafting the budget proposals submitted by the borough of Pierrefonds/Senneville.

Briefly, the borough's budget for operating expenditures amounts to $41,093.8 and non-tax revenues are expected to reach $6,129.4.

The borough will have a staff of 290.2 person-years.

The budget preparation process enabled the administration to better define its priority objectives for the coming year and, by extension, to select methods by which to balance the budget. The borough's management was able to submit a budget that fulfils all the requirements without compromising efforts to continue providing services and activities that meet the expectations of the residents.

The borough's participation in the creation of the new city includes measures with results that may be counterbalanced by the increased effectiveness of pooling expertise and resources brought about by reorganization of the territory.

One of the measures introduced, as a result of the merger of the municipalities of Pierrefonds and Senneville, generated savings of $448.6. The management was also able to reduce administrative costs by $299.4 by reviewing the manner in which administrative support work is organized.

Overall, the budget proposals truly reflect the borough's determination to ensure that residents are the number one priority of the local administration.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	3,845.9
Other services provided	
general administration	51.9
public safety	6.7
transportation	20.0
environmental hygiene	155.0
health and welfare	-
urban planning and development	153.6
recreation and culture	1,311.2
other	69.9
	1,768.3
Other revenue	
licences and permits	105.4
other	-
	105.4
	5,719.6
Transfers	
Conditional transfers	409.8
Total of non-tax revenue	**6,129.4**

Expenditures by function	**2002 Forecast**
General administration	3,733.3
Road network	2,339.8
Snow removal	2,196.6
Street lighting	562.4
Traffic and parking	656.1
Water and sewers	5,117.7
Waste removal and recycling	2,087.1
Urban planning and development	1,042.5
Recreational activities	
community centres	126.7
indoor and outdoor skating rinks	1,850.7
swimming pools, beaches and marinas	169.7
parks and playing fields	3,289.5
other	-
	5,436.6
Cultural activities	
community centres	327.8
libraries	2,945.8
other	605.5
	3,879.1
Financing costs	4,956.8
Other	1,138.8
Total for operating expenditures by function	**33,146.8**
Reimbursement of long-term debt	7,947.0
Total for operating expenditures by function and other financial activities	**41,093.8**

Expenditures by item and employment category	**2002 Forecast**	
	p.y.	**$**
Remuneration		
Managerial staff and foremen	46.0	2,516.2
Professionals and white-collar employees	105.0	3,359.1
Blue-collar workers	139.2	5,921.8
	290.2	11,797.1
Employer contributions	-	3,685.3
Other items of expenditures	-	25,611.4
Total expenditures by item and employment category	**290.2**	**41,093.8**

BOROUGH OF Plateau-Mont-Royal

General comments on the budget

The budget for the borough of Plateau-Mont-Royal was developed in accordance with the legislation governing the creation of the City of Montréal.

An organizational structure consisting of five directorships has been created to assume the new responsibilities stipulated in Bill 170 and to provide the borough with a degree of autonomy.

The 2002 budget for Plateau-Mont-Royal totals $45,750.1 and the borough will have a workforce of 362.0 person-years. Non-tax revenues are expected to reach $2,068.9, generated primarily by fees charged for neighbourhood services. The offices of Accès Montréal will remain open in order to provide residents with easy access to the services offered by the borough and by the City in the borough. There will be no changes in neighbourhood services such as snow removal or sports, cultural, recreational and community activities.

Increases in the cost of fuel and the amounts of snow-melting compound and abrasives purchased were factored into the borough's budget. All the boroughs of the former City of Montréal have needed additional budgetary allocations for overtime due to snow removal. An extra $268.3 has been added to Plateau-Mont-Royal's budget based on real results recorded over the past few years.

All administrative offices providing front-line services, such as parks, leisure and cultural activities and public works, will continue to operate. The new borough office is scheduled to open by February 2002; residents will be informed as soon as possible of the actual opening date. All services provided by the borough will be available through this office, which will be located at 201 Laurier Avenue East.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	
general administration	0.3
public safety	200.8
transportation	581.8
environmental hygiene	79.1
health and welfare	-
urban planning and development	111.5
recreation and culture	476.4
other	11.8
	1,461.7
Other revenue	
licences and permits	607.2
other	-
	607.2
	2,068.9
Transfers	
Conditional transfers	-
Total of non-tax revenue	**2,068.9**

Expenditures by function	2002 Forecast
General administration	2,578.9
Road network	4,164.2
Snow removal	5,822.5
Street lighting	-
Traffic and parking	-
Water and sewers	1,696.2
Waste removal and recycling	5,691.4
Urban planning and development	992.1
Recreational activities	
community centres	4,600.1
indoor and outdoor skating rinks	990.9
swimming pools, beaches and marinas	2,629.7
parks and playing fields	4,686.8
other	1,447.8
	14,355.3
Cultural activities	
community centres	305.8
libraries	1,430.8
other	3,164.4
	4,901.0
Support for operations and other expenditures	5,548.5
Total for operating expenditures by function	**45,750.1**

Expenditures by item and employment category	2002 Forecast	
	p.y.	$
Remuneration		
Managerial staff and foremen	30.8	2,146.7
Professionals and white-collar employees	157.8	6,444.8
Blue-collar workers	173.4	7,922.5
	362.0	16,514.0
Employer contributions	-	5,872.4
Other items of expenditures	-	23,363.7
Total expenditures by item and employment category	**362.0**	**45,750.1**

BOROUGH OF Pointe-Claire

General comments on the budget

The budget for the borough of Pointe-Claire, which was drafted by the management team, totals $48,685.2. The borough will require a workforce of 418.0 person-years to manage its activities. Non-tax revenues, generated primarily from water rates billed to neighbouring boroughs, as well as fees charged for cultural and recreational activities, are expected to reach $6,806.1.

The borough saved $1,291.6 by reorganizing its structure in accordance with the administration's expectations.

Appropriations required to finance the debt incurred as at December 31, 2001, were increased by $325.0, to $17,232.6.

F. 3

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	3,811.2
Other services provided	
general administration	-
public safety	70.0
transportation	53.1
environmental hygiene	36.2
health and welfare	-
urban planning and development	25.0
recreation and culture	1,920.9
other	115.9
	2,221.1
Other revenue	
licences and permits	208.1
other	136.1
	344.2
	6,376.5
Transfers	
Conditional transfers	429.6
Total of non-tax revenue	**6,806.1**

Expenditures by function	**2002 Forecast**
General administration	4,731.6
Road network	2,875.0
Snow removal	3,685.2
Street lighting	1,204.4
Traffic and parking	526.3
Water and sewers	4,840.9
Waste removal and recycling	1,217.5
Urban planning and development	863.7
Recreational activities	
community centres	41.1
indoor and outdoor skating rinks	1,063.3
swimming pools, beaches and marinas	2,469.5
parks and playing fields	3,240.8
other	28.3
	6,843.0
Cultural activities	
community centres	996.1
libraries	2,531.4
other	148.9
	3,676.4
Financing costs	7,809.6
Other	988.6
Total for operating expenditures by function	**39,262.2**
Reimbursement of long-term debt	9,423.0
Total for operating expenditures by function and other financial activities	**48,685.2**

Expenditures by item and employment category	**2002 Forecast**	
	p.y.	**$**
Remuneration		
Managerial staff and foremen	74.0	3,436.6
Professionals and white-collar employees	248.0	5,986.1
Blue-collar workers	96.0	4,625.4
	418.0	14,048.1
Employer contributions	-	2,664.6
Other items of expenditures	-	31,972.5
Total expenditures by item and employment category	**418.0**	**48,685.2**

BOROUGH OF Rivière-des-Prairies Pointe-aux-Trembles Montréal-Est

General comments on the budget

The budget for the borough of Rivière-des-Prairies/Pointe-aux-Trembles/Montréal-Est was developed in accordance with the legislation governing the creation of the City of Montréal.

An organizational structure consisting of five directorships has been created to assume the new responsibilities stipulated in Bill 170 and to provide the borough with a degree of autonomy. The territory of Montréal-Est has been added to the former borough of Rivière-des-Prairies/Pointe-aux-Trembles.

The 2002 budget for the borough has been established at $57,029.3; it will require a workforce of 428.7 person-years. Non-tax revenues are expected to reach $2,084.8, generated primarily by fees charged for neighbourhood services. The offices of Accès Montréal will remain open in order to provide residents with easy access to the services provided by the borough and by the City in the borough. There will be no changes in the level of neighbourhood services such as snow removal or sports, cultural, recreational and community activities.

A sum of $148.8 has been earmarked for the rental of the Saint-Jean-Vianney sports facility for the use of residents.

Increases in the cost of fuel and the amounts of snow-melting compound and abrasives purchased were factored into the borough's budget. All the boroughs of the former City of Montréal have needed additional budgetary allocations for overtime due to snow removal. An extra $754.4 was added to the borough's budget based on the real results of the past few years.

All administrative offices providing front-line services, such as parks, leisure and cultural activities and public works, will continue to operate. The new borough office is scheduled to open by February 2002; residents will be informed as soon as possible of the actual opening date. All services provided by the borough will be available through this office, which will be located at 11370 Notre-Dame Street East.

Borough of Rivière-des-Prairies/Pointe-aux-Trembles/Montréal-Est

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	
general administration	0.4
public safety	0.8
transportation	368.1
environmental hygiene	1.6
health and welfare	-
urban planning and development	92.8
recreation and culture	343.0
other	236.2
	1,042.9
Other revenue	
licences and permits	463.6
other	-
	463.6
	1,506.5
Transfers	
Conditional transfers	578.3
Total of non-tax revenue	**2,084.8**

Expenditures by function	**2002 Forecast**
General administration	3,464.8
Road network	5,088.5
Snow removal	10,452.5
Street lighting	142.6
Traffic and parking	145.3
Water and sewers	4,957.4
Waste removal and recycling	5,337.1
Urban planning and development	724.1
Recreational activities	
community centres	3,170.4
indoor and outdoor skating rinks	3,288.6
swimming pools, beaches and marinas	3,611.2
parks and playing fields	4,881.1
other	2,290.9
	17,242.2
Cultural activities	
community centres	626.8
libraries	1,416.7
other	1,624.0
	3,667.5
Support for operations and other expenditures	5,807.3
Total for operating expenditures by function	**57,029.3**

Expenditures by item and employment category	**2002 Forecast**	
	p.y.	**$**
Remuneration		
Managerial staff and foremen	39.1	2,498.1
Professionals and white-collar employees	162.8	6,264.0
Blue-collar workers	226.8	10,636.8
	428.7	19,398.9
Employer contributions	-	6,371.7
Other items of expenditures	-	31,258.7
Total expenditures by item and employment category	**428.7**	**57,029.3**

Note : The costs of financing and repayment of the long-term debt of the former municipality of Montréal-Est were consolidated in the budgetary item for financial expenditures

BOROUGH OF Rosemont Petite-Patrie

General comments on the budget

The budget for the borough of Rosemont/Petite-Patrie was developed in accordance with the legislation governing the creation of the City of Montréal.

An organizational structure consisting of five directorships has been created to assume the new responsibilities stipulated in Bill 170 and to provide the borough with a degree of autonomy.

The 2002 budget for Rosemont/Petite-Patrie has been established at $55,852.4 and the borough will require a workforce of 499.5 person-years. Non-tax revenues are expected to reach $1,593.6, generated primarily by fees charged for neighbourhood services. The offices of Accès Montréal will remain open in order to provide residents with easy access to the services offered by the borough and by the City in the borough. There will be no changes in the level of neighbourhood services such as snow removal or sports, cultural, recreational and community activities.

Increases in the cost of fuel and the amounts of snow-melting compound and abrasives purchased were factored into the borough's budget. All the boroughs of the former City of Montréal have needed additional budgetary allocations for overtime due to snow removal. An extra $439.6 was added to the borough's budget based on the real results of the past few years.

All administrative offices providing front-line services, such as parks, leisure and cultural activities and public works, will continue to operate. The new borough office is scheduled to open by February 2002; residents will be informed as soon as possible of the actual opening date. All services provided by the borough will be available through this office, which will be located at 5650 d'Iberville Street.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	
general administration	0.3
public safety	0.8
transportation	277.4
environmental hygiene	50.7
health and welfare	-
urban planning and development	83.9
recreation and culture	632.0
other	24.2
	1,069.3
Other revenue	
licences and permits	524.3
other	-
	524.3
	1,593.6
Transfers	
Conditional transfers	-
Total of non-tax revenue	**1,593.6**

Expenditures by function	2002 Forecast
General administration	2,425.6
Road network	4,380.4
Snow removal	6,741.6
Street lighting	3,625.5
Traffic and parking	7,560.2
Water and sewers	1,907.8
Waste removal and recycling	7,553.7
Urban planning and development	857.7
Recreational activities	
community centres	3,086.0
indoor and outdoor skating rinks	1,632.7
swimming pools, beaches and marinas	2,010.3
parks and playing fields	5,985.7
other	1,769.8
	14,484.5
Cultural activities	
community centres	234.8
libraries	1,010.3
other	1,067.9
	2,313.0
Support for operations and other expenditures	4,002.4
Total for operating expenditures by function	**55,852.4**

Expenditures by item and employment category	2002 Forecast	
	p.y.	$
Remuneration		
Managerial staff and foremen	45.0	2,938.3
Professionals and white-collar employees	139.6	5,762.3
Blue-collar workers	314.9	14,264.2
	499.5	22,964.8
Employer contributions	-	8,345.3
Other items of expenditures	-	24,542.3
Total expenditures by item and employment category	**499.5**	**55,852.4**

BOROUGH OF Saint-Laurent

General comments on the budget

The budget for the borough of Saint-Laurent was drafted in accordance with the legislation governing the creation of the new City of Montréal.

A management structure has been implemented for each directorship and service. Special efforts were made to reorganize certain administrative services, such as the General Administration, the Clerk's Office, the Administrative Secretariat, the Treasury, Information Systems and Human Resources and generated savings in the amount of $1,994.1 primarily from a reduction in administrative personnel. There were no cutbacks in personnel providing services to residents, thereby meeting the objective to ensure that quality of service was not affected. An additional $400.0 was required to renew the garbage collection contract.

The borough of Saint-Laurent drafted this budget with the same thoroughness as in the past. The gradual implementation of new management policies based on value-added processes will help to effect a smooth and efficient transition for the management.

The budget of $83,563.9, which was prepared using figures from previous years, will enable the administration to fulfill all its commitments. The personnel is equivalent to 550.0 person-years.

Non-tax revenues generated by the borough, mainly directly from rates charged on municipal activities, will total $3,207.0. These rates remain unchanged from 2001.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	
general administration	324.0
public safety	-
transportation	190.0
environmental hygiene	-
health and welfare	-
urban planning and development	60.0
recreation and culture	1,380.0
other	-
	1,954.0
Other revenue	
licences and permits	350.0
other	3.0
	353.0
	2,307.0
Transfers	
Conditional transfers	900.0
Total of non-tax revenue	**3,207.0**

Expenditures by function	2002 Forecast
General administration	10,554.4
Road network	4,410.2
Snow removal	6,870.1
Street lighting	4,422.4
Traffic and parking	486.3
Water and sewers	9,288.9
Waste removal and recycling	3,310.0
Urban planning and development	6,843.0
Recreational activities	
community centres	2,087.2
indoor and outdoor skating rinks	2,851.4
swimming pools, beaches and marinas	801.6
parks and playing fields	7,027.7
other	427.1
	13,195.0
Cultural activities	
community centres	715.5
libraries	2,477.1
other	-
	3,192.6
Financing costs	9,996.0
Other	194.0
Total for operating expenditures by function	**72,762.9**
Reimbursement of long-term debt	10,801.0
Total for operating expenditures by function and other financial activities	**83,563.9**

Expenditures by item and employment category	2002 Forecast	
	p.y.	$
Remuneration		
Managerial staff and foremen	71.0	5,048.7
Professionals and white-collar employees	264.0	8,681.4
Blue-collar workers	215.0	9,635.6
	550.0	23,365.7
Employer contributions	-	5,294.4
Other items of expenditures	-	54,903.8
Total expenditures by item and employment category	**550.0**	**83,563.9**

BOROUGH OF Saint-Léonard

General comments on the budget

Managers of Saint-Léonard participated in drafting the budget for the borough. The budget was developed with a particular focus on maintaining the level of services provided to residents.

The creation of the new city resulted in a need to make numerous budgetary adjustments, notably the centralization of fire prevention and taxation budgets.

In order to achieve its objectives, the borough lightened its administrative structure, thereby saving about $700.0 through staff reduction and some $300.0 in operating expenses.

Non-tax revenues generated by fees charged for leisure and cultural activities, etc., are budgeted at $2,015.0.

Of the total $52,694.0 budgeted for expenditures, $43,844.0 has been allocated to operating costs and $8,850.0 to other financial activities. General administration costs will account for 14% of total spending.

Combined, the $13,022.6 earmarked for salaries and $5,567.7 in employer contributions account for 35% of the total budget. The borough will have a total staff of 288.0 person-years.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	115.0
Other services provided	
general administration	385.0
public safety	9.0
transportation	90.0
environmental hygiene	25.0
health and welfare	-
urban planning and development	-
recreation and culture	470.0
other	-
	979.0
Other revenue	
licences and permits	155.0
other	-
	155.0
	1,249.0
Transfers	
Conditional transfers	766.0
Total of non-tax revenue	**2,015.0**

Expenditures by function	**2002 Forecast**
General administration	7,536.2
Road network	3,940.9
Snow removal	4,993.8
Street lighting	837.6
Traffic and parking	496.9
Water and sewers	4,064.6
Waste removal and recycling	3,365.6
Urban planning and development	2,502.6
Recreational activities	
community centres	1,324.2
indoor and outdoor skating rinks	1,336.8
swimming pools, beaches and marinas	1,086.5
parks and playing fields	5,592.4
other	-
	9,339.9
Cultural activities	
community centres	-
libraries	2,237.3
other	17.5
	2,254.8
Financing costs	2,677.0
Other	1,834.1
Total for operating expenditures by function	**43,844.0**
Reimbursement of long-term debt	8,850.0
Total for operating expenditures by function and other financial activities	**52,694.0**

Expenditures by item and employment category	**2002 Forecast**	
	p.y.	**$**
Remuneration		
Managerial staff and foremen	29.0	2,175.6
Professionals and white-collar employees	119.2	4,866.0
Blue-collar workers	139.8	5,981.0
	288.0	13,022.6
Employer contributions	-	[illegible],567.7
Other items of expenditures	-	[illegible]103.7
Total expenditures by item and employment category	**288.0**	**52,694.0**

BOROUGH OF Sud-Ouest

General comments on the budget

The budget for the borough of Sud-Ouest was developed in accordance with the legislation governing the creation of the City of Montréal.

An organizational structure consisting of five directorships has been created to assume the new responsibilities stipulated in Bill 170 and to provide the borough with a degree of autonomy

The 2002 budget for Sud-Ouest has been established at $43,689.8 and the borough will require a workforce of 381.9 person-years. Estimated non-tax revenues amount to $884.2, generated primarily by fees charged for neighbourhood services. The offices of Accès Montréal will remain open in order to provide residents with easy access to the services offered by the borough and by the City in the borough. There will be no changes in the level of neighbourhood services such as snow removal or sports, cultural, recreational and community activities.

Increases in the cost of fuel and the amounts of snow-melting compound and abrasives purchased were factored into the borough's budget. All the boroughs of the former City of Montréal have needed additional budgetary allocations for overtime due to snow removal. An extra $281.0 was added to the borough's budget based on the real results of the past few years.

All administrative offices providing front-line services, such as parks, leisure and cultural activities and public works, will continue to operate. The new borough office is scheduled to open by February 2002; residents will be informed as soon as possible of the actual opening date. All services provided by the borough will be available through offices located at 6045, 6219 and 6255 Monk Boulevard.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	137.0
Other services provided	
general administration	0.4
public safety	0.9
transportation	90.7
environmental hygiene	13.0
health and welfare	-
urban planning and development	47.4
recreation and culture	293.8
other	14.8
	461.0
Other revenue	
licences and permits	286.2
other	-
	286.2
	884.2
Transfers	
Conditional transfers	-
Total of non-tax revenue	**884.2**

Expenditures by function	2002 Forecast
General administration	2,579.6
Road network	4,469.3
Snow removal	5,135.4
Street lighting	-
Traffic and parking	-
Water and sewers	2,764.9
Waste removal and recycling	3,880.0
Urban planning and development	644.0
Recreational activities	
community centres	5,627.6
indoor and outdoor skating rinks	1,524.6
swimming pools, beaches and marinas	4,264.4
parks and playing fields	5,254.5
other	1,692.2
	18,363.3
Cultural activities	
community centres	217.8
libraries	1,088.5
other	716.5
	2,022.8
Support for operations and other expenditures	3,830.5
Total for operating expenditures by function	**43,689.8**

Expenditures by item and employment category	2002 Forecast	
	p.y.	$
Remuneration		
Managerial staff and foremen	35.4	2,401.0
Professionals and white-collar employees	148.4	5,719.5
Blue-collar workers	198.1	8,872.1
	381.9	16,992.6
Employer contributions	-	6,165.6
Other items of expenditures	-	20,531.6
Total expenditures by item and employment category	**381.9**	**43,689.8**

BOROUGH OF Verdun

General comments on the budget

The budget for the borough of Verdun is the result of responsible management and testifies to a desire to continue to provide residents with top-quality services and pursue the efforts made by the former City of Verdun in strategic and economic matters in recent years.

In brief, the budget provides for non-tax revenues amounting to $2,929.6 and operating expenses in the amount of $43,875.5. The workforce will total 326.0 person-years and additional appropriations of over $1,000.0 have been earmarked for recurring expenses required to maintain operations. The $980.0 in savings generated from cutbacks in administrative and support activities, as well as the combining of requirements, will offset the recurring expenses.

Recurring expenses

With respect to snow-removal management, the dump site on L'Île-des-Soeurs was shut down in the spring of 2001, in keeping with the deadline set by law. The implementation of a more effective snow-removal management policy should significantly improve the services provided to residents and create more parking space during snow-free months. This work will incur additional costs totalling $81.0.

An extra $158.6 was added to the budget to cover such items as abrasives, water analysis, general maintenance and natural gas. The cost of natural gas alone rose 40%.

Lastly, an additional $196.0 was required to cover the cost of resuming large-scale activities in the auditorium; continuing the street workers project set up to help teenagers and people with difficulty adjusting to society; preserving natural habitats on L'Île-des-Soeurs, as required under the urban planning program; as well as various other projects or agreements partly funded from non-tax revenues.

Cutbacks made

In order to achieve their objectives, borough managers reviewed their operating procedures. Measures such as the introduction of a "one-stop-shop" concept and the pooling of expertise and resources, implemented for the territorial reorganization, helped to reduce the size of the management structure.

With respect to waste management, work hours were brought in line with market conditions and terms governing calls for tender were put to optimal use. These measures helped reduce budget allocations for this item without affecting the level of service.

Priority: maintaining services to residents

The borough's objective has always been to implement activities and projects required to preserve the quality of services provided to residents. The budget submitted is further proof that residents are the top priority for political and administrative authorities.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	
general administration	60.7
public safety	12.5
transportation	923.9
environmental hygiene	85.1
health and welfare	80.6
urban planning and development	3.0
recreation and culture	1,045.8
other	28.1
	2,239.7
Other revenue	
licences and permits	151.1
other	10.0
	161.1
	2,400.8
Transfers	
Conditional transfers	528.8
Total of non-tax revenue	**2,929.6**

Expenditures by function	**2002 Forecast**
General administration	5,026.7
Road network	4,816.3
Snow removal	2,983.7
Street lighting	841.1
Traffic and parking	794.8
Water and sewers	3,238.7
Waste removal and recycling	2,385.2
Urban planning and development	1,648.3
Recreational activities	
community centres	2,129.0
indoor and outdoor skating rinks	1,615.1
swimming pools, beaches and marinas	735.4
parks and playing fields	2,773.7
other	-
	7,253.2
Cultural activities	
community centres	342.6
libraries	1,710.8
other	74.3
	2,127.7
Financing costs	4,393.2
Other	1,161.2
Total for operating expenditures by function	**36,670.1**
Reimbursement of long-term debt	7,205.4
Total for operating expenditures by function and other financial activities	**43,875.5**

Expenditures by item and employment category	**2002 Forecast**	
	p.y.	**$**
Remuneration		
Managerial staff and foremen	44.0	2,345.2
Professionals and white-collar employees	141.0	4,613.2
Blue-collar workers	141.0	5,775.3
	326.0	12,733.7
Employer contributions	-	4,864.4
Other items of expenditures	-	26,277.4
Total expenditures by item and employment category	**326.0**	**43,875.5**

BOROUGH OF Ville-Marie

General comments on the budget

The budget for the borough of Ville-Marie was developed in accordance with the legislation governing the creation of the City of Montréal.

An organizational structure consisting of five directorships has been created to assume the new responsibilities stipulated in Bill 170 and to provide the borough with a degree of autonomy

The 2002 budget for Ville-Marie has been established at $56,461.7 and the borough will require a workforce of 534.1 person-years. Estimated non-tax revenues amount to $2,955.8, generated primarily by fees charged for neighbourhood services. The offices of Accès Montréal will remain open in order to provide residents with easy access to the services offered by the borough and by the City in the borough. There will be no changes in the level of neighbourhood services such as snow removal or sports, cultural, recreational and community activities.

Increases in the cost of fuel and the amounts of snow-melting compound and abrasives purchased were factored into the borough's budget. All the boroughs of the former City of Montréal have needed additional budgetary allocations for overtime due to snow removal. An extra $402.8 was added to the borough's budget based on the real results of the past few years.

All administrative offices providing front-line services, such as parks, leisure and cultural activities and public works, will continue to operate. The new borough office is scheduled to open by February 2002; residents will be informed as soon as possible of the actual opening date. All services provided by the borough will be available through this office, which will be located at 888 de Maisonneuve Boulevard East.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	
general administration	0.4
public safety	0.9
transportation	439.9
environmental hygiene	12.7
health and welfare	-
urban planning and development	142.3
recreation and culture	126.9
other	491.9
	1,215.0
Other revenue	
licences and permits	1,740.8
other	-
	1,740.8
	2,955.8
Transfers	
Conditional transfers	-
Total of non-tax revenue	**2,955.8**

Expenditures by function	**2002 Forecast**
General administration	7,631.8
Road network	8,276.9
Snow removal	8,961.3
Street lighting	-
Traffic and parking	-
Water and sewers	2,894.5
Waste removal and recycling	5,406.2
Urban planning and development	1,549.2
Recreational activities	
community centres	3,742.6
indoor and outdoor skating rinks	687.7
swimming pools, beaches and marinas	947.1
parks and playing fields	7,463.8
other	2,173.8
	15,015.0
Cultural activities	
community centres	249.8
libraries	372.4
other	311.1
	933.3
Support for operations and other expenditures	5,793.5
Total for operating expenditures by function	**56,461.7**

Expenditures by item and employment category	**2002 Forecast**	
	p.y.	**$**
Remuneration		
Managerial staff and foremen	44.4	2,984.3
Professionals and white-collar employees	131.0	5,983.0
Blue-collar workers	358.7	16,200.6
	534.1	25,167.9
Employer contributions	-	9,019.1
Other items of expenditures	-	22,274.7
Total expenditures by item and employment category	**534.1**	**56,461.7**

BOROUGH OF Villeray Saint-Michel Parc-Extension

General comments on the budget

The budget for the borough of Villeray/Saint-Michel/Parc-Extension was developed in accordance with the legislation governing the creation of the City of Montréal.

An organizational structure consisting of five directorships has been created to take on the new responsibilities stipulated in Bill 170 and to provide the borough with a degree of autonomy.

The 2002 budget for Villeray/Saint-Michel/Parc-Extension has been established at $49,218.0. The borough will require a workforce of 403.2 person-years. Estimated non-tax revenues amount to $1,642.0, generated primarily by fees charged for neighbourhood services. The offices of Accès Montréal will remain open in order to provide residents with easy access to the services offered by the borough and by the City in the borough. There will be no changes in neighbourhood services such as snow removal or sports, cultural, recreational and community activities. Budget appropriations have also been earmarked for the opening of a new library in fall 2002.

Increases in the cost of fuel and the amounts of snow-melting compound and abrasives purchased were factored into the borough's budget. All the boroughs of the former City of Montréal have needed additional budgetary allocations for overtime due to snow removal. An extra $390.0 was added to the borough's budget based on the real results of the past few years.

All administrative offices providing front-line services, such as parks, leisure and cultural activities and public works, will continue to operate. The new borough office is scheduled to be open by February 2002; residents will be informed as soon as possible of the actual opening date. All services provided by the borough will be available through offices to be located at 529 and 1415 Jarry Street East.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	535.0
Other services provided	
general administration	0.3
public safety	0.9
transportation	297.3
environmental hygiene	27.8
health and welfare	-
urban planning and development	76.3
recreation and culture	408.0
other	16.3
	826.9
Other revenue	
licences and permits	280.1
other	-
	280.1
	1,642.0
Transfers	
Conditional transfers	-
Total of non-tax revenue	**1,642.0**

Expenditures by function	2002 Forecast
General administration	2,608.5
Road network	4,213.2
Snow removal	7,363.0
Street lighting	-
Traffic and parking	-
Water and sewers	2,354.9
Waste removal and recycling	7,303.4
Urban planning and development	777.6
Recreational activities	
community centres	4,800.6
indoor and outdoor skating rinks	2,705.2
swimming pools, beaches and marinas	2,839.1
parks and playing fields	5,969.0
other	1,739.9
	18,053.8
Cultural activities	
community centres	325.9
libraries	1,444.9
other	411.0
	2,181.8
Support for operations and other expenditures	4,361.8
Total for operating expenditures by function	**49,218.0**

Expenditures by item and employment category	2002 Forecast	
	p.y.	$
Remuneration		
Managerial staff and foremen	32.9	2,236.6
Professionals and white-collar employees	155.7	6,062.6
Blue-collar workers	214.6	9,746.0
	403.2	18,045.2
Employer contributions	-	6,385.9
Other items of expenditures	-	24,786.9
Total expenditures by item and employment category	**403.2**	**49,218.0**

BOROUGH OF Westmount

General comments on the budget

The Westmount budget was drafted by the borough's managers to maintain the quality and level of services its residents have enjoyed over the past several years.

Budgetary allocations, which were established at $41,919.9, include the funds required to meet obligations regarding the long-term debt contracted prior to January 1, 2002. The budget also provides allocations for the electricity supply network, which provides power to all residents of the borough.

Total remuneration for the 217.0 person-years required to serve all the needs of the borough is established at $12,592.1.

The borough participated in the creation of the new city by reorganizing, and as a result, shrinking its administrative and support structure. This move generated savings in the amount of $780.9, which enabled the borough to meet its budget objectives.

Non-tax revenues are expected to reach $24,737.7, including revenues from the sale of electricity.

The borough's mission has always been to provide its residents with top-quality services, efficiently and effectively, and with the 2002 budget this objective will be achieved.

Non-tax revenue

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	1,999.0
Other services provided	
general administration	-
public safety	-
transportation	-
environmental hygiene	-
health and welfare	-
urban planning and development	-
recreation and culture	-
other	22,201.4
	22,201.4
Other revenue	
licences and permits	130.0
other	300.3
	430.3
	24,630.7
Transfers	
Conditional transfers	107.0
Total of non-tax revenue	**24,737.7**

Certain revenues relating to services provided to municipal organizations must be allocated over the course of the 2002 fiscal year in the category, other services provided.

Expenditures by function	**2002 Forecast**
General administration	3,628.3
Road network	1,839.0
Snow removal	2,953.5
Street lighting	520.3
Traffic and parking	589.7
Water and sewers	1,759.9
Waste removal and recycling	1,206.2
Urban planning and development	732.6
Recreational activities	
community centres	312.1
indoor and outdoor skating rinks	611.5
swimming pools, beaches and marinas	181.9
parks and playing fields	2,145.1
other	298.4
	3,549.0
Cultural activities	
community centres	343.9
libraries	1,751.6
other	-
	2,095.5
Financing costs	852.4
Other	21,262.5
Total for operating expenditures by function	**40,988.9**
Reimbursement of long-term debt	931.0
Total for operating expenditures by function and other financial activities	**41,919.9**

Expenditures by item and employment category	**2002 Forecast**	
	p.y.	**$**
Remuneration		
Managerial staff and foremen	34.0	2,267.0
Professionals and white-collar employees	106.0	5,283.2
Blue-collar workers	77.0	5,041.9
	217.0	12,592.1
Employer contributions	-	1,988.2
Other items of expenditures	-	27,339.6
Total expenditures by item and employment category	**217.0**	**41,919.9**

Central Units

Summary of budget estimates — Central units

2002 Forecast

General comments on central unit budgets

The central unit budgets are mainly based on former City of Montréal and Montréal Urban Community budgets.

Added to these are the budgets of the former suburban municipalities concerning fire protection, global remuneration of elected officials, election expenses, taxation activities as well as revenues from fines and penalties that have been transferred to the central units.

The central unit budgets are presented before any internal transactions among the different municipal bodies have been eliminated. Only when all the data have been consolidated is the total City budget adjusted for internal transactions, in order to avoid duplication in aggregate statements of revenues and expenses.

General administration

General comments on the budget

The General Administration reports to the Executive Committee and is in charge of administering the City of Montréal (i.e., planning, organizing, supervising and monitoring the City's activities).

The General Administration's 2002 budget totals $2,985.9 and includes 21.0 person-years. The management team is made up of three associate city managers who will co-ordinate the 27 boroughs of the new city. The Transition Co-ordination Unit will oversee the transition process.

The General Administration is also backed by assistant city managers who head large areas of activity but are also included in the central unit budget.

The General Administration is under the authority of the city manager (Director General), who actively participates in setting municipal priorities with a view to developing an effective and efficient city that is responsive to residents' needs.

Revenue by category

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	-
Other revenue	-
Transfers	
Conditional transfers	-
Total for revenue by category	**-**

Expenditures by item and employment category

	2002 Forecast	
	p.y.	$
Remuneration		
managerial staff and foremen	14.0	1,342.8
professionals and white-collar employees	6.0	239.2
blue-collar workers	1.0	45.5
	21.0	1,627.5
Employer contributions	-	666.8
Other items of expenditures	-	691.6
Total expenditures by item and employment category	**21.0**	**2,985.9**

Auditor's office

General comments on the budget

The budget of the Auditor's office is $4,147.2, and the combined personnel of the former MUC and City of Montréal have allowed for a structure of 40.0 person-years.

Anticipated revenues from auditing fees (among others) charged to paramunicipal corporations total $272.4.

The auditor must verify the accounts and business of the municipality, and of all corporate entities in which the municipality, or an authorized agent thereof, holds over 50% of outstanding equity or voting shares, or appoints over 50% of executive board members.

Auditing of business and accounts includes, at the auditor's discretion, a financial audit, an audit for compliance with laws, by-laws, policies and guidelines, and a value-for-money audit.

Revenue by category

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	272.4
Other revenue	-
	272.4
Transfers	
Conditional transfers	-
Total for revenue by category	**272.4**

Expenditures by item and employment category

	2002 Forecast	
	p.y.	$
Remuneration		
managerial staff and foremen	6.0	559.7
professionals and white-collar employees	34.0	2,262.1
blue-collar workers	-	-
	40.0	2,821.8
Employer contributions	-	970.8
Other items of expenditures	-	354.6
Total expenditures by item and employment category	**40.0**	**4,147.2**

General comments on the budget

The Commission des services électriques de Montréal is a fiduciary body of the City of Montréal that supports the burying of cable networks according to the City's policies and guidelines. The Commission plans, designs, builds, maintains, runs and administers the underground network for its users. It also manages and co-ordinates work on the above-ground wire and cable network, ensuring its integration with the underground network.

The Commission's budget has been set at $58,036.3 and its operations require a total of 88.0 person-years. The budget was increased by $415.0 to support the cable network digitization program to optimize performance. In addition, general costs related to capital works were adjusted by $1,030.0 to account for the construction program. The $1,358.0 increase in financing costs is also due to the construction program.

Anticipated revenues are estimated at $66,552.4. This amount reflects a billing adjustment at the operations centre ($264.0), based on real data from the past few years, as well as a recovery of management fees for the above-ground network ($194.0). Royalties, which have essentially remained stable since 1998, will stay at their 2001 levels.

In the context of the municipal merger, powers delegated to the Commission will cover the entire territory of the new City and an action plan will be developed accordingly.

Revenue by category

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	59,840.1
Other revenue	
interest	6,712.3
	66,552.4
Transfers	
Conditional transfers	-
Total for revenue by category	**66,552.4**

Expenditures by item and employment category

	2002 Forecast	
	p.y.	$
Remuneration		
managerial staff and foremen	11.0	694.8
professionals and white-collar employees	68.0	3,170.6
blue-collar workers	9.0	366.4
	88.0	4,231.8
Employer contributions	-	848.3
Other items of expenditures	-	52,956.2
Total expenditures by item and employment category	**88.0**	**58,036.3**

Cultural development

General comments on the budget

The dynamism ot the cultural domain has a direct impact on residents' quality of life. The Cultural Development Department seeks to promote co-operation among key players in the cultural industry and to encourage more residents to participate in cultural activities. Direct municipal initiatives are carried out through the City's network of libraries, cultural centres and a variety of other institutions.

The Department has a structure of 249.9 person-years to carry out its activities and budgetary allocations of $28,891.0 are planned for 2002. The budget will be used, among other things, to manage centralized activities such as providing assistance programs to cultural organizations, supporting and co-ordinating major events and festivals, running regional facilities and managing public art within the former City of Montréal.

The budget also includes $5,840.4 for document acquisitions, over and above sums already earmarked for boroughs other than those that made up the former City of Montréal. Furthermore, a sum of $500.0 was added for 2002 to meet a variety of needs across the entire city. It is important to note that the ministère de la Culture et des Communications du Québec (MCCQ), as part of its reading promotion policy, is participating in the funding through an acquisitions grants program.

The Department's goals include continuing participation in the Grande bibliothèque du Québec project, co-ordinating inter-borough activities in the cultural development and library sectors, harmonizing the library network's computer systems, and adapting organization funding programs to the new city context.

Revenues totalling $5,150.5 come from sales of goods and services at regional facilities ($224.7), as well as the ministère de la Culture's contributions to document acquisitions and other cultural portfolios ($4,925.8).

Revenue by category

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	224.7
Other revenue	-
	224.7
Transfers	
Conditional transfers	4,925.8
Total for revenue by category	**5,150.5**

Expenditures by item and employment category

	2002 Forecast	
	p.y.	$
Remuneration		
managerial staff and foremen	15.0	1,221.3
professionals and white-collar employees	228.3	9,204.6
blue-collar workers	6.6	279.4
	249.9	10,705.3
Employer contributions	-	3,673.6
Other items of expenditures	-	14,512.1
Total expenditures by item and employment category	**249.9**	**28,891.0**

General comments on the budget

The Economic and Urban Development Department aims to preserve and improve urban life, as well as define economic development and promotion strategies to create an environment favourable to all.

The Department has a total budget of $32,791.1 and requires 208.9 person-years to fulfil its mission.

The reorganization of operations following the creation of the Department has resulted in savings of $964.8 and the elimination of 10.5 person-years. In addition, the administrative unit in charge of real estate assessment and brokerage has been transferred to the new Real Estate Branch of the Physical and Computer Resources Department, in order to centralize property management activities.

The Department's revenues, estimated at $21,254.0, mainly result from decisions taken with City partners in the context of various residential, business and industrial subsidy programs.

Services for residents

The budget reflects a decentralization of activities such as the issuance of permits, inspections and the management of urban-planning by-laws and zoning. Such services will now be offered in all of the new city's boroughs. Economic development activities will remain largely centralized for the boroughs created out of the former City of Montréal, but staff will be spread over several service points to be more accessible to residents. In the other boroughs, economic development activities will continue to be managed locally.

Finally, existing subsidy programs will continue to be managed by the boroughs that offer them.

Revenue by category

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	5,642.0
Other services provided	1,617.4
Other revenue	
licences and permits	1,822.9
fines and penalties	75.0
	9,157.3
Transfers	
Conditional transfers	12,096.7
Total for revenue by category	**21,254.0**

Expenditures by item and employment category

	2002 Forecast	
	p.y.	$
Remuneration		
managerial staff and foremen	23.7	2,113.6
professionals and white-collar employees	185.2	10,817.6
blue-collar workers	-	11.2
	208.9	12,942.4
Employer contributions	-	4,245.0
Other items of expenditures	-	15,603.7
Total expenditures by item and employment category	**208.9**	**32,791.1**

Social and community development

General comments on the budget

In 2002, the Social and Community Development budget will be increased to $77,342.5, of which $75,002.1 will be reserved for Income Security and $2,340.4 allocated to the new Community Development unit.

The Income Security budget was prepared according to the expectations of the ministère de l'Emploi et de la Solidarité sociale du Québec (MESS) and the allotted budget. It allows for 1,147.7 person-years and will generate an estimated $71,516.8 in revenues, representing Québec's contribution to the financing of its operations.

The City will pay for the notarial deed required for the actuarial deficit of the former City of Montréal's pension plans. A sum of $4,030.2 has been set aside for this purpose.

The Social and Community Development unit's budget includes 18.4 person-years and will allow the City to mobilize available resources to improve the public's living environment and quality of life.

Over all, this budget concretely reflects the administration's commitment to continue focusing on residents' needs and to maintain high levels of service quality.

Revenue by category

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	-
Other revenue	-
Transfers	
Conditional transfers	71,516.8
Total for revenue by category	**71,516.8**

Expenditures by item and employment category

	2002 Forecast	
	p.y.	$
Remuneration		
managerial staff and foremen	52.0	3,686.9
professionals and white-collar employees	1,114.1	44,243.2
blue-collar workers	-	-
	1,166.1	47,930.1
Employer contributions	-	17,201.0
Other items of expenditures	-	12,211.4
Total expenditures by item and employment category	**1,166.1**	**77,342.5**

Environment, roads and networks

General comments on the budget

In 2002, the new Environment, Roads and Networks Department will face major strategic challenges to meet the needs of the new City of Montréal. Its responsibilities include managing the facilities that produce drinking water and treat waste water, as well as the City's water supply and sewer system.

The Department will also have important responsibilities in environmental matters. For instance, it will conduct strategic planning for the City to control air and water quality, and will take charge of waste disposal by managing the Saint-Michel Environmental Complex.

The Department will play an important role in creating policies to maintain and develop the City's street system. It will also have to implement general policies on snow removal, street cleaning, road signs, traffic lights and lighting, as well as transportation and traffic.

Although most of these activities are essential services, restoring and developing network infrastructure in the most cost-effective manner possible continues to be a top priority.

To fulfil its mission, the Department has a budget of $181,500.8 for 2002, including and major works programs for 1,178.8 person-years. All operations related to water management, production, distribution, treatment, water supply and sewer networks require a budget of $89,816.6.

The environment sector, including management of the Saint-Michel Environmental Complex, has a budget of $38,426.0 and the roads network sector has a budget of $32,860.0 to carry out its activities.

Estimated revenues of $33,277.1 will be almost exclusively derived from managing the Saint-Michel Environmental Complex and from fines and penalties.

The Department has helped form the new City by eliminating 14.6 person-years in its support structure. On the other hand, certain high-priority portfolios have required an injection of new budgetary allocations. A sum of $500.0 has been set aside to appraise water management opportunities, and a temporary team that was set up to study the industrial royalty program will be maintained ($435.6).

It's worth noting that the boroughs created from the former municipalities kept the credits for the production of drinking water, the management of landfill sites and for all other activities associated with the roads network and the environment.

Revenue by category

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	81.0
Other services provided	14,317.1
Other revenue	
fines and penalties	12,180.0
interest	1,261.6
	27,839.7
Transfers	
Conditional transfers	5,437.4
Total for revenue by category	**33,277.1**

Expenditures by item and employment category

	2002 Forecast	
	p.y.	$
Remuneration		
managerial staff and foremen	93.5	7,521.7
professionals and white-collar employees	693.9	35,663.0
blue-collar workers	391.4	19,416.8
	1,178.8	62,601.5
Employer contributions	-	18,059.8
Other items of expenditures	-	100,839.5
Total expenditures by item and employment category	**1,178.8**	**181,500.8**

General comments on the budget

The mission of the Green Spaces, Sports and Recreation Department is to provide expertise and advice on city services and activities in the following areas: parks and green areas, sports and recreation activities, and science facilities, including the Biodôme, the Botanical Garden, the Insectarium and the Planetarium. The Department's mission also includes managing large parks and the Claude-Robillard sports complex.

For the 2002 fiscal year, the Department has an expenditures budget of $87,281.8, with a structure of 750.8 person-years. Revenues of $15,995.5 will be derived mainly from entrance fees, boutique and restaurant sales, and parking fees.

The 2002 budget was developed on the basis of the amalgamated science facilities, the planning and support section of the Parks, Gardens and Green Spaces Department, the Sports, Recreation and Social Development Department of the City of Montréal; and the Montréal Urban Community territory promotion department.

The Green Spaces, Sports and Recreation Department helped to create a new City that is focused on maintaining the service levels to which residents are entitled.

Sharing of responsibilities with the boroughs means that each department unit will be assigned the following tasks:

Parks and green spaces:

- Planning and development of the network and investments;
- Establishment of standards for: maintenance and operations, expertise, supervision and support of local activities;
- Management of large parks.

Sports and recreation activities:

- Development of guidelines for municipal sports and recreation programs; creation of policies and development phases for proposed sports and recreation services;
- Support for boroughs;
- Management of City-wide programs;
- Management of regional facilities.

Science facilities:

- Management of "general public" facilities (i.e., the Biodôme, the Insectarium and the Planetarium).

Please note that budgets for planning, parks development and support for local sports and recreation activities for boroughs created from former suburban municipalities were forecast in the budgets of these municipalities.

Revenue by category

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	15,990.5
Other revenue	-
	15,990.5
Transfers	
Conditional transfers	5.0
Total for revenue by category	**15,995.5**

Expenditures by item and employment category

	2002 Forecast	
	p.y.	$
Remuneration		
managerial staff and foremen	74.0	5,558.5
professionals and white-collar employees	397.8	17,444.7
blue-collar workers	279.0	12,151.7
	750.8	35,154.9
Employer contributions	-	12,005.4
Other items of expenditures	-	40,121.5
Total expenditures by item and employment category	**750.8**	**87,281.8**

General comments on the budget

The Real Estate Assessment Department is responsible for producing, updating and justifying the City of Montréal's realty and rental housing assessment rolls for taxation purposes, in conformity with the Act on municipal taxation.

These operations require 235.0 persons-years, and a budget of $18,837.8 has been submitted by the department's managers. Steps taken to reduce administrative structures have resulted in savings of 4.1 person-years and $370.8. For 2002, the managers' goals are to: start developing rolls for 2004-2006; to focus on managing petitions submitted to the administrative court of Québec; and to begin modernizing real estate stock and computer system infrastructures. A sum of $928.1 has been earmarked for this project, which will be carried out over several years.

Estimated revenues of $40.0 will be derived mainly from fees charged to process applications to review requests for revisions to the assessment roll.

Revenue by category

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	40.0
Other revenue	-
	40.0
Transfers	
Conditional transfers	-
Total for revenue by category	**40.0**

Expenditures by item and employment category

	2002 Forecast	
	p.y.	$
Remuneration		
managerial staff and foremen	23.0	2,134.5
professionals and white-collar employees	211.0	10,756.7
blue-collar workers	1.0	41.8
	235.0	12,933.0
Employer contributions	-	2,009.6
Other items of expenditures	-	3,895.2
Total expenditures by item and employment category	**235.0**	**18,837.8**

General comments on the budget

The Finance Department is in charge of managing the City's finances and providing expertise to ensure the proper handling of public funds.

The department budget requires $43,716.3 and 480.4 person-years to fulfil its mandate. It was created out of the centralization of taxation resources for the entire city area, and the restructuring of the "finance" division, following the merger of former MUC and City of Montréal units. This restructuring has resulted in savings of $5,079.1 and has allowed 23 person-years to be reinvested in direct services to residents, in order to improve taxation-related communications, as well as services provided at Accès Montréal offices.

The creation of the new City justifies the addition of $306.4 for institutional activities such as managing the treasury and pension funds. The budget also includes the required allocations to reimburse electoral expenses, to provide allocations to political parties, and cover the research and clerical costs of political parties.

With the exception of taxation activities, the boroughs created from the former suburban municipalities will continue, in 2002, to assume current financial operations such as bill payments and payroll.

The revenues budget totals $3,148,694.7. For presentation purposes, taxation and payments in lieu of taxes are entered as Finance Department revenues. In addition, certain transfer revenues such as those included in the tripartite agreements or in reimbursement for transition costs, are also included in the Finance budget. Finally, this section includes miscellaneous revenues such as those connected to managing the treasury and real estate transfers.

Revenue by category

	2002 Forecast
Taxes	2,378,165.1
Payments in lieu of taxes	198,318.1
Other revenues from local sources	
services provided to municipal organizations	61,214.4
other services provided	23,523.0
other revenue	
real estate transfer fees	46,698.1
fines and penalties	632.5
interest	114,414.8
transfer of fixed assets	2,000.0
developer's contributions	15,410.0
other	1,502.0
	265,394.8
Transfers	
unconditional	76,424.3
conditional	230,392.4
	306,816.7
Total for revenue by category	**3,148,694.7**

Expenditures by item and employment category

	2002 Forecast	
	p.y.	$
Remuneration		
managerial staff and foremen	47.8	3,906.7
professionals and white-collar employees	432.6	20,357.8
blue-collar workers	-	-
	480.4	24,264.5
Employer contributions	-	7,637.2
Other items of expenditures	-	11,814.6
Total expenditures by item and employment category	**480.4**	**43,716.3**

Judicial branch

General comments on the budget

The judicial branch budget includes the required allocations to remunerate judges presiding over the municipal court.

This budget does not account for the new organizational structure, soon to be made official by the Québec government, that will serve the entire municipal area as of January 2002.

The budget will be modified according to the decree stating the location of the new municipal courts. The budget of the municipal court attached to the legal affairs division will likewise be modified. In addition, budgets related to legal affairs and submitted in the boroughs currently served by municipal courts will be transferred to the appropriate units.

The judicial branch has a budget of $3,519.0 and a structure of 15.0 person-years.

Revenue by category

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	-
Other revenue	-
Transfers	
Conditional transfers	-
Total for revenue by category	**-**

Expenditures by item and employment category

	2002 Forecast	
	p.y.	$
Remuneration		
judges	15.0	2,286.7
	15.0	2,286.7
Employer contributions	-	1,232.3
Other items of expenditures	-	-
Total expenditures by item and employment category	**15.0**	**3,519.0**

Human resources

General comments on the budget

The creation of a new public office integrating a variety of organizational cultures represents a major challenge for the Human Resources Department. The result of an amalgamation of units in charge of "human resources" at the former MUC and City of Montréal, this new central unit is submitting a budget of $25,175.3 and 217.0 person-years to manage activities related to organization development, labour relations, personnel management and occupational health.

The integration of these resources into a new organizational structure has helped realize savings of $1,684.9 and cut 18 jobs across all of the administrative units.

The organization of the new city requires an injection of additional budgetary allocations in vital sectors. Thus, a sum of $500.0 has been earmarked to harmonize all the collective agreements, and $469.0 has been added to form an employment transition centre in order to reassign surplus personnel.

The budget has estimated revenues of $3,121.8, linked with, among other things, service agreements with other organizations and the recovery of sums related to union leave.

Moreover, the entire management of human resources in the former municipalities has remained with local budgets.

Revenue by category

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	17.1
Other services provided	3,104.7
Other revenue	-
	3,121.8
Transfers	
Conditional transfers	-
Total for revenue by category	**3,121.8**

Expenditures by item and employment category

	2002 Forecast	
	p.y.	$
Remuneration		
managerial staff and foremen	106.5	7,606.5
professionals and white-collar employees	110.5	4,993.8
blue-collar workers	-	-
	217.0	12,600.3
Employer contributions	-	4,449.1
Other items of expenditures	-	8,125.9
Total expenditures by item and employment category	**217.0**	**25,175.3**

Physical and Computer Resources

General comments on the budget

The Department's mission is to manage physical resources and identify the computer equipment required for the proper functioning of the new city.

Created out of the organizational units that managed such activities for the MUC and the former City of Montréal, the Physical and Computer Resources Department is submitting a budget of $239,322.5 with 1,449.8 person-years. A sum of $210,750.4 is forecast, mainly due to user fees for immovables and rolling stock, a fee structure that only concerns users from the former City of Montréal.

Modifying the organizational structure of the Department has resulted in savings of $2,708.5. This was achieved mainly by integrating similar activities, pooling administrative support and increasing the responsibilities of managers.

The Department will offer procurement and distribution services to the central units and to the boroughs created out of the former City of Montréal, and will continue offering the co-operative procurement service to the other boroughs.

As regards real estate, integrating former MUC and real estate brokerage resources will be a way to lay the necessary foundations for managing real estate organization over the entire city area.

Managing the city vehicle fleet and workshops will be the focus of the same organizational initiative which, in the medium term, will allow the department to assume full responsibility for the entire area of the City of Montréal.

In terms of information management, integration of computer resources will be continued in 2002, which should permit the delivery of all necessary facilities and technological solutions to support the operations of the boroughs and municipal departments.

To help establish the new city, additional budgetary allocations have been planned for activities such as organizing the computer network linking the 27 boroughs and the central units ($425.0), and a temporary team has been set up to prepare the offices of the boroughs created out of the former City of Montréal ($486.5). Finally, an additional $408.6 will be required to host the municipal computer centre.

In the 2002 budget, all computer resources of boroughs created out of former municipalities have remained with local budgets. As for the former City of Montréal, budgets that are set aside for computerized systems management of the units' missions are presented in each of the central units.

Revenue by category

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	329.0
Other services provided	196,025.9
Other revenue	
interest	44.1
transfer of fixed assets	13,892.9
other	458.5
	210,750.4
Transfers	
Conditional transfers	
	-
Total for revenue by category	**210,750.4**

Expenditures by item and employment category

	2002 Forecast	
	p.y.	$
Remuneration		
managerial staff and foremen	153.8	11,313.6
professionals and white-collar employees	546.9	28,711.6
blue-collar workers	749.1	34,804.4
	1,449.8	74,829.6
Employer contributions	-	26,086.8
Other items of expenditures	-	138,406.1
Total expenditures by item and employment category	**1,449.8**	**239,322.5**

General secretariat

General comments on the budget

The General Secretariat supports the General Administration and is responsible for some of the organization's strategic initiatives. These include managing communications, the City Clerk's Office and legal affairs, as well as international, intercultural and government relations. The Secretariat also ensures that decision-making procedures are carried out in due form.

The department's budget has been set at $68,755.6 with 646.5 person-years to carry out all the necessary activities. The legal affairs branch (306.3 person-years), the City Clerk's Office (154.0 person-years) and the communications and citizen relations branch (87.4 person-years) make up the largest units in the General Secretariat. Additional budgetary allocations will be required to create the Intercultural Council of Montréal, as well as to develop and harmonize intercultural policies ($319.5).

For the 2002 fiscal year, credits related to communications in the former suburban municipalities have remained in local budgets.

Estimated revenues will be $100,841.5, with $95,305.7 coming from fines and penalties, and $4,153.4 from a partnership agreement concluded with the Québec government to conduct strategic initiatives in targeted Montréal neighbourhoods.

In 2002, the creation of the new city will require major efforts on the part of the General Secretariat. Examples of projects to be undertaken include reorganizing the municipal court according to the Québec government's new policy guidelines, and implementing a new structure at the City Clerk's Office to support the City Council's decision-making bodies in the context of the new borough management system.

Revenue by category

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	-
Other services provided	1,192.4
Other revenue	
fines and penalties	95,305.7
	96,498.1
Transfers	
Conditional transfers	4,343.4
Total for revenue by category	**100,841.5**

Expenditures by item and employment category

	2002 Forecast	
	p.y.	$
Remuneration		
elected representatives	105.0	6,536.8
managerial staff and foremen	91.0	6,396.9
professionals and white-collar employees	450.5	21,288.4
blue-collar workers	-	10.2
	646.5	34,232.3
Employer contributions	-	11,678.7
Other items of expenditures	-	22,844.6
Total expenditures by item and employment category	**646.5**	**68,755.6**

Public safety

General comments on the budget

All available municipal resources to ensure law and order and public safety, prevent fires and disasters, save lives and protect property in case of disaster, are now at the disposal of the new Public Safety Department.

A total of 7,959.3 person-years will be distributed across police, fire prevention, emergency preparedness and emergency communications units. The estimated budget is $658,939.7 and anticipates $21,425.3 in revenues from service delivery agreements with the police, billing for false alarms and charges to subscribers for 911 calls.

Police Department

The budget for the Police Department is estimated at $403,341.5, with 5,111.0 person-years, and includes major projects for which non-recurring budgetary allocations have been added. These projects include creating a first response team that is trained and equipped to meet the realities of a metropolis ($873.3) and to continue work on the integrated telecommunications system ($380.0).

Emergency Centre

Management of the 911 Emergency Centre requires 60.0 person-years and a budget of $5,085.4, funded through fees for use of the emergency 911 line. These budget estimates anticipate a reduction in the administrative structure of approximately $45.1.

Fire Safety

The new Fire Safety Department is an integrated service for the entire Island of Montréal. The budget submitted sets out a structure of 2,694.3 person-years and budgetary allocations totalling $239,567.9. Integrating the Island's 22 fire prevention services as of 2002 will eliminate 56.9 jobs, of which 21.6 are in the prevention and response unit and the remainder in support units.

This budget permits a better distribution of resources across the city and is part of a five-year plan to standardize work teams and work organization.

Emergency Preparedness

This unit is connected to the Montréal Fire Safety Department and is in charge of planning and implementing emergency measures in case of disaster.

Revenue by category

	2002 Forecast
Other revenue from local sources	
Services provided to municipal organizations	822.1
Other services provided	17,853.2
Other revenue	
fines and penalties	2,750.0
	21,425.3
Transfers	
Conditional transfers	-
Total for revenue by category	**21,425.3**

Expenditures by item and employment category

	2002 Forecast	
	p.y.	$
Remuneration		
managerial staff and foremen	341.5	30,482.7
professionals and white-collar employees	898.0	40,433.3
blue-collar workers	58.5	2,774.8
police officers	4,101.5	275,554.1
firefighters	2,330.8	137,582.1
school-crossing guards	229.0	5,425.5
	7,959.3	492,252.5
Employer contributions	-	87,263.6
Other items of expenditures	-	79,423.6
Total expenditures by item and employment category	**7,959.3**	**658,939.7**

Other Budgetary Items

Summary of budget forecasts - Other budget items

Possible collection losses	-	16,284.6
Financial expenditures[1]		
Financing costs	-	364,262.3
Contribution expenditures		
Montréal Metropolitan Community	-	23,955.4

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[1] Excluding financial expenditures presented in the boroughs and central units.

Breakdown of expenditures and other financial activities - Additional items

Common expenditures

Common expenditures comprise institutional budget items such as program funding, allocations for contingencies, budgets for resource redeployment, etc.

For this first budget, some of these expenses, such as those linked to program funding and work-related accidents, will remain in the budgets for the boroughs created out of the former suburbs.

	2002 Forecast
Possible collection losses	16,284.6
Transfer to investment activities	47,500.0
Residential, industrial, and commercial renovation	48,447.3
Appropriations for contingent expenditures	35,761.2
General administrative expenditures	4,038.2
Master agreement—Montréal—Québec government	8,216.2
Redeployment of resources	37,385.7
Pensions and annuities	7,966.9
Victims of work-related injuries	4,762.7
Other common expenditures	40,054.5
Total for common expenditures	**250,417.3**

Possible collection losses total $16,284.6 of which $8,119.8 are connected to recovery of property and rental housing taxes. The balance of $8,164.8 is due to failure to collect revenues such as fines issued by the former City of Montréal. All possible losses related to non-tax revenues of the boroughs created out of the former suburbs are presented in the budgets of said boroughs.

Breakdown of expenditures and other financial activities - Additional items

A sum of $ 47,500.0 is set aside in the 2002 budget as a **transfer to investment activities.** This contribution from the operating budget will permit a reduction in long-term borrowing. The sum is mainly derived from expenditures in the capital works program covered by developers, as well as grants received from higher levels of government for infrastructure work, as well as a sum of $6,527.0 from city tax revenues. The following table provides a breakdown of these allocations.

	2002 Forecast
Cash payment for capital costs	6,527.0
Government grants and subsidies	
Rehabilitation of targeted neighbourhoods	5,480.0
Tripartite Infrastructure Works Program	20,083.0
Work to be paid by developers	15,410.0
Total for transfers to investment activities	**47,500.0**

Allocations set aside for **residential, industrial and commercial renovation programs** total $48,447.3. Excluded are certain programs still managed by individual boroughs that receive total allocations of $4,600.0. The planned budget will improve housing and will support development in all targeted sectors. The distribution of allocations among the different programs will be as follows:

	2002 Forecast
Residential program	
Revitalization of central neighbourhoods	14,140.1
AccèsLogis	6,637.6
Property tax credit program	4,210.2
Minor renovations	2,802.3
Support for partners	143.0
Pyrite assistance program	82.8
	28,016.0
Other programs	
Montréal industrial co-operation program (PROCIM)	8,732.5
Commercial renovation subsidy program (POC)	2,033.2
Revitalization of downtown vacant lots	1,684.3
Agreement between Québec government culture ministry and the City (MCC-Ville)	7,981.3
	20,431.3
Total for residential, industrial and commercial renovation programs	**48,447.3**

Breakdown of expenditures and other financial activities - Additional items

Appropriations for contingent expenditures will allow the City to cover damage claims or other types of claims, as well as unforeseen expenses. By law, a sum equivalent to 1% of expenditures must be allocated to this fund.

General administration expenditures are fixed at $4,038.2. These allocations will help fund different ad hoc projects during the fiscal year. The amount includes $800.0 to improve occupational health and safety.

The master agreement with the Québec government is a partnership aimed at carrying out strategic initiatives to develop Montréal. A sum of $8,216.2 is earmarked for related operating expenditures.

Redeployment of resources mainly consists of remuneration costs that must be set aside to respect the terms of collective agreements and the rules governing integration of personnel into the new city. These sums include allocations for surplus personnel with regard to normal authorized structures.

A budget of $ 7,966.9 is planned for **pensions and annuities.** Of this amount, $7,151.0 will be used to make up the actuarial deficit in the pension fund of police officers employed by the former City of Montréal before 1971, the year in which the Police Department was transferred to the Montréal Urban Community.

The allocations listed under **victims of work-related injuries** comprise the portion of remuneration payable to blue-collar workers employed by the former City of Montréal, after part of the costs are recovered from the Commission de la santé et de la sécurité du travail.

Breakdown of expenditures and other financial activities - Additional items

The sums listed under **other common expenditures** correspond to planned allocations in the following areas:

	2002 Forecast
Subsidy programs	
Environmental action (Ecodistrict)	2,550.0
Power pole removal program	253.0
Tax credit (artists in the visual arts)	260.0
Tax credit (bed and breakfast establishments)	60.0
Disaster assistance	200.0
	3,323.0
By-law enforcement	
Public safety	200.0
Acquisition of immovables for non-payment of taxes	700.0
	900.0
Operating expenses financed over the long term	
Transition expenses	4,728.8
Percival Molson Stadium	2,000.0
Montréal Museum of Archaeology and History	953.0
Laying of underground wiring	531.0
Establishment of the Cité des arts du cirque	300.0
	8,512.8
Establishment of the new city and oher expenses	
Amortization of costs for establishing the new city	10,289.8
Transition expenses reimbursed by the provincial government	9,300.0
Support for borough councillors	2,000.0
Establishment of the public consultation office	1,000.0
Other	4,728.9
	27,318.7
Total for other common expenditures	**40,054.5**

It is important to note that within the total amount of $40,054.5 listed in other Common Expenditures, a budget of $24,318.6 is related to the recording of transition expenditures and the creation of the new city. Detailed information on this topic is provided in the budget section titled "Complementary information." In addition, a sum of $4,728.9, listed under the heading **other,** has been earmarked for the creation of standing committees, the development of projects aimed at conserving drinking water and improving the water supply system, and the organization of the Montréal Summit, to develop a strategic plan for the new city.

Breakdown of expenditures and other financial activities - Additional items

Financial expenditures

Financial expenditures represent all charges associated with financing fixed capital expenditures incurred as at December 31, 2001, for the former City of Montréal and Montréal Urban Community. They also include charges associated with the financing of new expenditures in 2002 for the entire new City of Montréal. These charges include long-term debt repayment and payment of interest on loans. Also presented are term financing charges and bank charges.

Presented in a centralized manner, financial expenses total $623,837.1. If all the financial expenses of the new city are included, the 2002 budget totals $883,573.2.

	2002 Forecast
Financing costs	364,262.3
Reimbursement of long-term debt	259,574.8
Total for financial expenditures	**623,837.1**

Contribution expenditures

Contribution expenditures are sums the City pays to the Montréal Metropolitan Community, to the Société de transport de Montréal and to the Agence métropolitaine de transport, as well as financial support granted to paramunicipal corporations and other organizations.

	2002 Forecast
Montréal Metropolitan Community	23,955.4
Société de transport de Montréal	244,100.0
Agence métropolitaine de transport	25,382.0
Paramunicipal corporations	20,372.4
Société d'initiative et de développement commercial	3,673.0
Arts Council	8,647.0
Other organizations	8,479.2
Total for contribution expenditures	**334,609.0**

The contribution to be paid by the City to the **Montréal Metropolitan Community** is $23,955.4. Of this amount, $3,576.0 will be used for administration, $13,223.4 for social housing, $5,666.0 for science facilities and $1,490.0 for economic development.

In 2002, the **Société de transport de Montréal** and the **Agence métropolitaine de transport** will receive contributions of $244,100.0 and $25,382.0 respectively.

The support provided to **paramunicipal corporations** totals $20,372.4. Of this amount, $8,991.1 is earmarked for the Société du parc des Îles for all of its activities. The Société de développement de Montréal will receive assistance in the amount of $6,660.4, while the PALL and PAMAC programs, managed by the Société d'habitation et de développement de Montréal, generates an expenditure of $4,720.9.

	2002 Forecast
Société d'habitation et de développement de Montréal	4,720.9
Société de développement de Montréal	6,660.4
Société du parc des Îles	8,991.1
Total for paramunicipal corporations	**20,372.4**

The City will pay the **Sociétés d'initiative et de développement commercial (SIDC)** a sum of $3,673.0, i.e., the equivalent of taxation revenues received from merchants who are members.

The Arts Council will receive financial assistance of $8,647.0.

A budget of $8,479.2 is listed under the heading **other organizations.** This category includes required allocations in the context of agreements with external agencies. The following table lists these organizations and the amount of funding provided to them.

	2002 Forecast
Montréal Museum of Archaeology and History	4,100.0
Loan of employees to external organizations	3,418.2
Office municipal d'habitation de Montréal	413.0
Other	548.0
Total for other organizations	**8,479.2**

ADDITIONAL INFORMATION

Financial Resources

General administration

Public safety
Police
Fire protection
Emergency preparedness
Other

Transportation
Road network
Public transportation
Other

Environmental hygiene
Distribution and treatment of drinking water
Drinking water distribution system
Waste water treatment
Sewer system
Waste removal and recycling
Waterways
Environmental protection
Other

Health and welfare

Urban planning and development
Urban planning and zoning
Urban redevelopment
Promotion and economic development
Other

Recreation and culture
Recreational activities
Cultural activities
  libraries
  other

Electricity

Financing costs

Amortization				
Fixed assets	Deferred subsidies	Operating subsidies	Cost of municipal services	Services provided
16,677.6	(755.4)	(68,225.0)	420,288.9	19,151.4
11,431.2	-	-	446,695.9	17,373.8
5,096.2	(198.8)	-	246,547.3	614.5
152.3	-	(3.2)	4,273.0	-
1,093.8	(54.0)	-	20,237.7	1.0
17,773.5	(252.8)	(3.2)	717,753.9	17,989.3
102,451.5	(7,705.0)	(2,784.4)	439,725.8	12,408.9
40.3	-	(56,788.6)	286,189.8	332.5
16,767.2	(444.8)	(1.5)	90,175.9	1,308.2
119,259.0	(8,149.8)	(59,574.5)	816,091.5	14,049.6
4,239.6	(314.2)	(194.6)	49,019.7	19.6
16,383.8	(829.4)	(52.9)	56,797.2	53.1
36,063.4	(26,559.7)	(72,683.9)	82,986.9	-
21,708.5	(1,944.8)	(2,197.8)	42,218.8	153.7
6,660.2	(36.2)	(11.6)	113,607.1	4,198.4
251.7	-	(1,759.4)	5,998.6	-
1,143.7	-	-	31,784.7	3,709.7
86,450.9	(29,684.3)	(76,900.2)	382,413.0	8,134.5
464.1	(33.9)	(76,342.4)	30,597.4	240.7
2,545.5	(89.4)	(16.0)	34,831.4	118.8
4,958.5	(1,001.0)	(9,377.9)	38,425.9	48,808.0
921.1	(84.4)	(4,339.5)	48,995.5	-
61.8	-	-	74,927.8	14,806.2
8,486.9	(1,174.8)	(13,733.4)	197,180.6	63,733.0
50,963.0	(4,636.9)	(4,684.8)	346,759.5	31,330.3
1,442.7	(83.3)	(40,841.6)	29,464.5	29,149.2
5,523.1	(579.2)	(437.9)	115,457.6	1,637.0
57,928.8	(5,299.4)	(45,964.3)	491,681.6	62,116.5
639.0	(39.0)	-	19,680.2	-
-	-	-	-	-
307,679.8	**(45,389.4)**	**(340,743.0)**	**3,075,687.1**	**185,415.0**

Itemized statement of operating expenditures

	2002 Forecast
Remuneration	
elected representatives	6,537.3
employees	1,211,924.2
	1,218,461.5
Employer contributions	
elected representatives	1,910.9
employees	316,464.8
	318,375.7
Transportation and communication	36,791.9
Professional, technical and other services	
professional fees	35,246.6
purchase of technical services	124,889.1
other	25,530.0
	185,665.7
Rental, maintenance and repairs	
rental	69,967.1
maintenance and repairs	63,731.0
	133,698.1
Non-durable goods	
delivery of public services	85,112.7
other non-durable goods	172,661.5
	257,774.2
Financing costs	
interest and other charges on long-term debt payable by the:	
municipality	337,742.5
other municipal organizations	2,186.1
governments of Québec and of Canada	130,994.8
other third parties	73.0
other financing costs	2,333.3
	473,329.7
Contributions to organizations	
municipal organizations	
allocation of expenditures	276,706.5
other	18,665.2
government organizations	29,546.5
other organizations	40,034.7
	364,952.9
Other items	
doubtful or bad debts	16,647.3
others	148,442.7
	165,090.0
Total for itemized operating expenditures	**3,154,139.7**

Analysis by function of the allocation of expenditures for municipal organization

	2002 Forecast
General Administration	
Valuation	-
Other	3,576.0
	3,576.0
Public safety	
Police	-
Fire protection	0.1
Emergency preparedness	-
Other	-
	0.1
Transportation	
Road network	-
Public transit	244,100.0
Air transport	-
Other	-
	244,100.0
Environmental hygiene	
Distribution and treatment of drinking water	-
Drinking water distribution system	-
Waste water treatment	4.0
Sewer system	-
Waste removal and recycling	-
Other	-
	4.0
Health and welfare	13,223.4
Urban planning and development	
Promotion and economic development	-
Other	1,490.0
	1,490.0
Recreation and culture	
Recreational activities	-
Cultural activities	
libraries	-
other	14,313.0
	14,313.0
Electricity	-
Total expenditures allocated for municipal organization	**276,706.5**

Debt profile

The combined debt of the municipalities and organizations making up the new City of Montréal totals $6.3 billion on a gross basis and $3.6 billion on a net basis (i.e., after deducting sums already taxed and recorded in the sinking fund, along with the portion of the debt managed by other levels of government). The net debt is down $63,575.0 from 1999 (a reduction of 1.7%). The debt level has dropped from $2,036 to $2,012 per resident. The following table shows the debt of the new City of Montréal for 1999 and 2000.

		1999	2000[1]
Gross long-term debt[2] ($000)			
City of Montréal		3 094 876	3 075 199
Montréal Urban Community		2 274 751	2 254 870
Other municipalities		1 009 627	997 175
	Total	**6 379 254**	**6 327 164**
Sinking fund and reserves ($000)			
City of Montréal		841 561	839 845
Montréal Urban Community		500 123	522 239
Other municipalities		10 960	8 349
	Total	**1 352 644**	**1 370 433**
Loan collections ($000)			
City of Montréal		86 980	117 199
Montréal Urban Community		1 224 796	1 181 607
Other municipalities		37 372	44 038
	Total	**1 349 148**	**1 342 844**
Total net long-term debt ($000)		**3 677 462**	**3 613 887**
I. Per $100 of fiscal capacity		$3,02	$3,03
II. Per resident		$2 036	$2 012

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[1] The 2001 figures were not available at the time of the budget's publication.

[2] Does not include the MUCTC debt.

Principal challenge

One of the main financial challenges of the new City is to establish and maintain a balance between incurring debt to finance future projects and maintaining stable debt service in line with taxpayers' ability to pay. The current City of Montréal, the MUC and certain municipalities enjoy high credit ratings[1] which it will be important to maintain and strengthen over the next few years. This improvement will inevitably require a reduction in the debt levels of the new City and existing municipalities — to be achieved by identifying other sources of financing and by managing the debt in a more stringent manner.

General objectives with regard to debt and debt management

- Establish stable sources of financing at the lowest cost by developing a diversified pool of investors in Canada and throughout the world.
- Co-ordinate a corporate action plan to improve credit ratings for the new city. Greater confidence on the part of credit rating agencies and investors will, overtime, result in reduced financing costs.
- Manage debt prudently, but efficiently, using risk hedging instruments to limit the impact of financial fluctuations (foreign exchange, interest rates, etc.).
- Maximize performance of the sinking fund to alleviate the impact on taxation chargeable to debt repayment.

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[1] Moody's Investor Service:	City of Montréal and MUC	rated A2
	Ville Saint-Laurent	rated A1
Standard & Poor's:	City of Montréal and MUC	rated A+

Description of internal transactions

Internal transactions result from exchanges of goods and services for which the consideration is entered in another department of the new City of Montréal. When data are consolidated, these transactions must be cancelled in order to present a budgetary statement free of duplications.

Description	Prévision 2002
Rental and maintenance of buildings billed by the Physical and Computer Resources Department	129,215.9
Rental and maintenance of vehicles and equipment billed by the Physical and Computer Resources Department	55,778.7
Billing of administrative fees for activities such as managing science facilities and the Saint-Michel Environmental Complex	9,821.0
Use of underground networks by municipal departments	8,061.1
Landfilling of garbage, excavation materials and waste at the Saint-Michel Environmental Complex	5,028.5
Rental by the Saint-Michel Environmental Complex of land used for landfill	3,290.6
Rental housing taxes billed to the Social and Community Development Department	1,000.0
Billing of water costs among the different municipal bodies	34,002.7
Rental of buildings by the Police Deparment in different municipalities	1,051.8
Costs billed by the borough of Pierrefonds/Senneville to the borough of Dollard des-Ormeaux/Roxboro for the management and operation of librairies	1,154.2
Financing costs billed to the former Montréal Urban Community for the original Métro system	9,549.0
Other services provided	1,660.8
Total internal transactions[1]	**259,614.3**

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[1] Certain minor adjustments that do not affect the budgetary balance could be carried out over the course of the 2002 fiscal year.

Human Resources

Changes in the employee structure

The total employee strength of the City of Montréal in 2002 will be 23,114.5 person-years. This result reflects all decisions taken, which may be summarized as follows:

- The addition of approximately 180 person-years to ensure the establishment of boroughs in the area occupied by the former cities of Montréal and Montréal-Est.
- The addition of approximately 130 person-years, mainly by integrating personnel from the Régie intermunicipale de gestion des déchets de l'île de Montréal and the Régie intermunicipale de la bibliothèque Pierrefonds/Dollard-des-Ormeaux.
- The elimination of approximately 160 person-years by merging some municipalities into one borough, integrating the administrative activities of the MUC, and consolidating fire safety services and taxation operations.
- The elimination of over 400 person-years following a reduction of administrative structures.

The responsibilities vested in the 27 boroughs are assumed by 36.4% of the City's personnel. However, approximately 70% of this personnel is deployed across the territory to provide direct services to residents. They mainly include employees assigned to the boroughs, police and fire safety operations.

Staff according to organizational structure

	p.y.
Boroughs	
Ahuntsic/Cartierville	368.3
Anjou	217.7
Beaconsfield/Baie-d'Urfé	153.0
Côte-des-Neiges/Notre-Dame-de-Grâce	405.7
Côte-Saint-Luc/Hampstead/Montréal-Ouest	296.8
Dollard-des-Ormeaux/Roxboro	200.0
Dorval/L'Île-Dorval	178.5
Kirkland	109.8
Lachine	250.1
Lasalle	300.0
L'Île-Bizard/Sainte-Geneviève/Sainte-Anne-de-Bellevue	103.5
Mercier/Hochelaga-Maisonneuve	520.1
Montréal-Nord	338.0
Mont-Royal	155.2
Outremont	112.7
Pierrefonds/Senneville	290.2
Plateau-Mont-Royal	362.0
Pointe-Claire	418.0
Rivière-des-Prairies/Pointe-aux-Trembles/Montréal-Est	428.7
Rosemont/Petite-Patrie	499.5
Saint-Laurent	550.0
Saint-Léonard	288.0
Sud-Ouest	381.9
Verdun	326.0
Ville-Marie	534.1
Villeray/Saint-Michel/Parc-Extension	403.2
Westmount	217.0
	8,408.0
Central units	
General administration	21.0
Auditor's office	40.0
Commission des services électriques de Montréal	88.0
Cultural development	249.9
Economic and urban development	208.9
Social and community development	1,166.1
Environment, roads and networks	1,178.8
Green spaces, recreation and sports	750.8
Real estate assessment	235.0
Finance	480.4
Judicial branch	15.0
Human resources	217.0
Physical and computer resources	1,449.8
General secretariat	646.5
Public safety	7,959.3
	14,706.5
Total for boroughs and central units	**23,114.5**

Analysis of remuneration and employer contributions

The following tables show remuneration expenditures and employer contributions by employment category and program.

Analysis of remuneration

	Authorized structures p.y.	Remuneration $	Employer contributions		Total $
			Employee benefits $	Payroll taxes $	
Elected representatives	105.0	6,537.3	1,484.5	519.1	8,540.9
Managerial staff and foremen	2,085.5	143,728.7	36,228.8	14,834.6	194,792.1
Professionals and white-collar employees	8,637.5	385,138.8	65,232.5	43,299.9	493,671.2
Blue-collar workers	5,625.2	261,774.6	45,135.1	32,496.0	339,405.7
Police officers	4,101.5	275,554.1	416.6	24,874.4	300,845.1
Firefighters	2,330.8	140,302.5	38,641.9	14,644.5	193,588.9
School-crossing guards	229.0	5,425.5	-	567.8	5,993.3
Total	**23,114.5**	**1,218,461.5**	**187,139.4**	**131,236.3**	**1,536,837.2**

Employer contributions

	2002 Forecast
Employee benefits	
Pension plan	76,592.9
Actuarial deficit	53,373.2
Group insurance	52,545.0
Other	4,628.3
	187,139.4
Payroll taxes	
Régimes des rentes du Québec	37,089.4
Employment Insurance	25,468.1
Financing of health programs	51,383.9
Commission de la santé et de la sécurité au travail	16,729.3
Other	565.6
	131,236.3
Total for employer contributions	**318,375.7**

Miscellaneous

Expenditures related to establishing the new City of Montréal

Establishing the new City of Montréal involves a series of direct expenditures qualified as transition expenditures. These have been estimated at $115.4 million and should be spread over a four-year period. Identified expenditures are listed in the following table. It is important to note that a portion of these expenditures will be covered by a budget of $50 million granted by the Québec Government.

Structure of expenditures related to establishing the new City

	Total costs	**Distribution**		
		2001	**2002**	**2003 and 2004**
Transition costs recognized by the Québec Government				
Harmonization of computer systems, except for the management information system (MIS)	20,000.0	7,727.4	12,272.6	-
Creation of nine borough offices (rental and moving expenses)	14,707.5	1,807.5	5,847.4	7,052.6
MIS extended to boroughs in the suburbs	13,780.0	-	3,210.0	10,570.0
Training of reassigned personnel, inter-borough transfers	1,512.5	-	1,512.5	-
Other costs related to municipal reorganization				
Voluntary departure program for senior personnel	40,000.0	33,000.0	-	7,000.0
Harmonization of computer systems, except for the MIS	7,781.4	-	5,191.4	2,590.0
Creation of nine borough offices (rental and moving expenses)	4,153.4	-	-	4,153.4
Financial compensation for elected officials whose mandate was cut short	5,000.0	5,000.0	-	-
Continuation of operations with key personnel (senior staff and others)	3,000.0	-	-	3,000.0
Training of reassigned personnel, inter-borough transfers	1,487.5	-	1,487.5	-
Professional fees (actuaries, lawyers and accountants)	1,000.0	1,000.0	-	-
Arbitration (specific files)	500.0	500.0	-	-
Miscellaneous (computer development projects, fees, etc.)	2,500.0	500.0	2,000.0	-
Total expenditures				
- expenditures recognized by the Québec Government	**50,000.0**	**9,534.9**	**22,842.5**	**17,622.6**
- other expenditures related to municipal reorganization	**65,422.3**	**40,000.0**	**8,678.9**	**16,743.4**
Total - expenditures related to establishing the new City	**115,422.3**	**49,534.9**	**31,521.4**	**34,366.0**

Expenditures related to establishing the new City of Montréal

For presentation purposes, transition expenditures have been prorated between operating expenses and fixed capital expenditures, and spread over a four-year period.

Distribution of expenditures related to establishing the new City, by expenditure type and schedule

	2001	2002	2003 and 2004	Total	Distribution
Operating expenditures	41,159.1	14,028.8	23,444.3	78,632.2	68%
Fixed asset expenditures	8,375.8	17,492.6	10,921.7	36,790.1	32%
Total	49,534.9	31,521.4	34,366.0	115,422.3	100%
Distribution in %	43%	27%	30%	100%	

Operating expenses include the voluntary departure program for municipal employees, financial compensation for elected officials whose mandate was cut short, and rent expenses resulting from the creation of nine new borough offices for the boroughs created out of the former City of Montréal, along with related moving costs.

Fixed asset expenditures include computer projects (equipment, professional services, license purchases, etc.) and the purchase of furniture for the nine offices to be created.

Financial assistance from the Québec Government

The Québec Government has pledged financial assistance to the merging municipalities. This assistance will be allocated through different programs.

The first is the Programme d'aide financière au regroupement des municipalités (PAFREM). Montréal will receive a total non-reimbursable budget of $35 million, spread over six years according to a predetermined disbursement calendar.

In addition to this $35 million budget, the Québec Government will provide a three-year assistance program to finance interest incurred through the voluntary departure program for municipal employees.

The Government has also agreed to defray some of the cost of compensating elected officials whose mandate was cut short following the merger.

Financial strategy

If the new City is able to keep its budgets in check and spread its expenses over more than one budget year, the chosen financial strategy will be to borrow transition expenditures by deducting those covered by a government grant. To ensure sound management, current expenses (up to the amount of the grant) will be deducted as a priority from long-term liabilities.

The chosen repayment term varies between three and four years, depending on the project category. For computer projects and the voluntary departure program, it is three years, and for the other categories, it is four.

Budget impact for 2002

For 2001 and 2002, transition expenditures stand at $81.1 million, $49.5 million of which is for 2001. These expenditures are necessary to allow the new city to continue functioning without service interruptions as of January 1, 2002.

Long-term liabilities are set at $42 million for 2001, accounting for the fact that a portion of the $49.5 million in expenditures is covered by a $7.5-million grant through the PAFREM program. Financial charges for long-term liabilities are $16.2 million ($2.7 million in financing costs and $13.5 million to repay the principal).

Expenditures for 2002 are $31.5 million, $14 million of which is attributable to current expenses. Since government assistance through PAFREM totals $9.3 million, current long-term liabilities are $4.7 million. Fixed-asset expenditures for 2002 are an estimated $17.5 million. The budgetary outcomes of these expenditures are noted under the Financial expenditures heading. The following table illustrates the results.

Expenditures related to establishing the new City of Montréal

Budget impact of expenditures related to establishing the new City

			Budget impacts in 2002	
	Referred fiscal year	**Expenditures related to establishing the new city**	Financing costs 2001 expenditures	Transition-related current expenses for 2002
Expenditures:				
. Current expenses	2001	41,159.1 [1]	15,391.6	N/A
. Fixed asset expenditures	2001	8,375.8 [1]	810.6	N/A
Total expenditures for 2001		**49,534.9**		
. Current expenses	2002	14,028.8	N/A	14,028.8
. Fixed asset expenditures	2002	17,492.6	N/A	N/A
Total expenditures for 2002		**31,521.4**		
Total		**81,056.3**	**16,202.2**	**14,028.8**

[1] Financing costs have been established for a long-term liability of $42,034.9, taking into account Québec Government assistance in the amount of $7,500.0. More precisely, following our hypotheses, financing costs have been calculated at $40,000.0 under the current expenses heading and for $2,034.9 under fixed asset expenditures.

In addition to grants from PAFREM, in 2002 the new city will receive government assistance of $1,2 million to help defray the cost of financial compensation for elected officials, as well as $2,1 million through the program to repay financing costs for the voluntary departure program.

The expenditures involved in establishing the new city have been budgeted and presented as deferred charges. These charges were established by taking current expenses tied to establishing the new city on December 31, 2001 and amortizing them over a four-year period. The total deferred liability is $10.3 million.

APPENDICES

Statute

Effective January 1, 2002 and by virtue of the Act to reform the municipal territorial organization of the metropolitan regions of Montréal, Québec and the Outaouais (Bill 170), the City of Montréal succeeds to the rights, obligations and charges of the Communauté urbaine de Montréal and to those of the following municipalities as they existed on December 31, 2001: Ville d'Anjou, Ville de Baie-d'Urfé, Ville de Beaconsfield, Cité de Côte-Saint-Luc, Ville de Dollard-des-Ormeaux, Cité de Dorval, Ville de Hampstead, Ville de Kirkland, Ville de Lachine, Ville de LaSalle, Ville de l'Île-Bizard, Ville de l'Île-Dorval, Ville de Montréal, Ville de Montréal-Est, Ville de Montréal-Nord, Ville de Montréal-Ouest, Ville de Mont-Royal, Ville d'Outremont, Ville de Pierrefonds, Ville de Pointe-Claire, Ville de Roxboro, Ville de Sainte-Anne-de-Bellevue, Ville de Sainte-Geneviève, Ville de Saint-Laurent, Ville de Saint-Léonard, Village de Senneville, Ville de Verdun et Ville de Westmount.

Statement of principal budget practices

Projected financial statements

The City cumulates transactions recognized in various funds and statements, in its projected financial statements. Inter-fund and internal transactions have been eliminated.

The City also controls and owns paramunicipal corporations. Budgeted results for these organizations have not been cumulated or consolidated in the City's projected financial statements.

Basis for accounting

Transactions are budgeted using the accrual method of accounting, under which income is reported when it is earned and expenses deducted when they are incurred, regardless of the date on which the transaction was settled by receipts or disbursements.

Certain specific transactions, however, are budgeted according to the cash method in the statement of financial activities. These include interest expenses on long-term loans incurred prior to January 1, 2001, interest income on sinking fund investments linked to such loans, and pension plan costs.

Disposal of fixed assets

Proceeds from the disposal of fixed assets are recorded under deferred income up to the amount of the debt incurred under the loan by-law and earnings outlook for the surplus of the disposal proceeds minus the balance of such debt. Deferred income is amortized using the straight-line method over the remaining term of the loan by-law.

Subsidies

Subsidies paid in cash are accounted for in the statement of financial activities. Subsidies used to cover financing costs are presented as income when recording the corresponding financing expenditure.

Statement of principal budget practices

Pension plan costs

Pension plan costs include payments for current services and additional disbursements for actuarial loss.

Closure and post-closure costs

The City will bear the costs of closure and post-closure operations in respect of its solid waste landfill sites. These costs correspond to the present value of the expenses incurred for recovering, monitoring and maintaining biogas systems and leachates, net of the present value of interest amounts calculated on the sums charged to previous years. Estimates for these costs are based on the capacity of the landfill sites used.

Assumptions used to calculate these costs are reviewed periodically to take into account any progress made in the management of controlled solid waste landfill sites.

Financing costs

Debt redemption and sinking fund payments in respect of loans contracted are charged to the statement of financing activities under "Repayment of long-term debt."

Transfer to statement of investing activities

Revenues earmarked for the financing of investments are presented as a transfer to the statement of investing activities.

Reserves

Reserves represent the statement of source and application of funds for surplus accounts and reserve funds. They are neither operating income nor expenses.

Conversion of foreign currency

Income and expenditures from operations denominated in foreign currencies are converted into Canadian dollars at the rate in effect at the time of the transaction.

Foreign currency investments and loans are converted at the exchange rate in effect as at the balance sheet date. Debts hedged by a swap contract are converted at the exchange rate stipulated under the terms of the swap.

Debt redemptions and sinking fund payments in respect of loans denominated in foreign currencies are converted at the exchange rate in effect at the transaction date. Gains or losses resulting from a difference between the original exchange rate and the rate in effect at the redemption or payment date are charged to income and expenditure.

Depreciation of fixed assets and amortization of deferred subsidies

Depreciation of fixed assets and amortization of subsidies in respect of the purchase of such fixed assets are entered under the statement of cost of municipal services.

Presentation of operating expenses

The "General administration" function covers all activities related to administration and municipal management. Expenses are specifically connected to Council operations, legal affairs, and financial, administrative and personnel management.

The "Public safety" function covers activities related to the protection of individuals and property. It includes all expenses required for surveillance, prevention and emergency preparedness measures.

The "Transportation" function includes activities linked to planning, organizing and maintaining road networks, as well as transportation of people and goods.

The "Environmental hygiene" function includes expenses tied to managing water supply, waste treatment and garbage disposal, as well as protecting the environment.

The "Health and welfare" function comprises all public health and well-being services offered to residents.

The "Urban planning and development" function includes all activities related to creating and maintaining development plans, planning programs and economic development programs for the city.

The "Recreation and culture" function comprises activities related to planning, organizing and managing recreation and cultural programs.

The "Electricity" function consolidates all sums disbursed to purchase and distribute electric energy in the borough of Westmount.

The "Financing cost" function consolidates interest and other charges connected to the financing of municipal activities. Repayment of loans and installment payments into the sinking fund are presented under "Reimbursement of long-term debt" in the financial activities section.

Adoption of the budget

For the 2002 fiscal year, the Transition Committee of Montréal has established the City budget in accordance with the following provisions:

- Cities and Towns Act;
- Act to reform the municipal territorial organization of the metropolitan regions of Montréal, Québec and the Outaouais (Bill 170);
- Loi modifiant diverses dispositions législatives en matière municipale (Act to amend various legislative provisions relating to municipal affairs (Bill 29);
- Order concerning the Charter of the City of Montréal.

On November 19, 2001 the Council of the new City of Montréal acknowlegded the budget of the Transition Committee, then sent it to the Executive Committee for consideration. The modified budget was then tabled before City Council, accompanied by the following documents:

- By-law concerning taxes, compensations and the water rate;
- By-law on fees concerning City Council;

Statement of principal budget practices

- By-law concerning local improvement taxes;
- By-laws providing for the approval of the operating budgets and dues of SIDCs;
- The certificate from Treasurer and Assistant Director General responsible for the Finance Department;
- The 2002 budget of the Société de transport de Montréal, accompanied by its treasurer's certificate.

The City Council must adopt, with or without changes, the budget for the 2002 fiscal year.

Assigned financing costs

Some financing costs are charged to users through municipal enterprise funds and internal services funds. This budgeting method helps establish the cost of activities managed by front-line services, maintain information relevant to all financing costs and prevent double budgeting.

BAM

Bureau Accès Montréal (Montréal Access Office).

Banked sick pay

Amount payable to city employees for unused sick days.

Borough

Territory of the City of Montréal authorized to carry out certain activities. There are a total of 27 boroughs.

Budgetary allocations

Sums allocated in a budget for a specific purpose (human, physical and financial resources).

Business tax

This tax is levied on all individuals registered in the rental property roll who carry out an economic or administrative activity, exercise a profession or any other activity, except for those who hold a job or elected office. The tax is based on the rental value of the place of business where the person conducts such an activity.

Business tax credit

Measure used in the former City of Montréal to reduce the amount of business taxes. This credit can reach a maximum of double the difference between the tax rate and 12%, and applies to any rental value not exceeding $30,000.

Central unit

Administrative body that provides planning and support for operations or operational units working in an area under the control of the central units.

Compensation

Amounts that the governments of Canada and Québec transfer to the municipalities in lieu of property and other taxes. Compensation is given for the government's own immovables as well as for that of their nominees. Tax bases vary, depending on the government and the nominee, in accordance with the laws in effect.

Conduit royalties

A fee charged to users of the Commission des services électriques network, according to the amount of space they take up in the underground conduit network.

CHJM

Corporation d'Habitations Jeanne-Mance [Jeanne-Mance housing corporation]

Glossary

CSEM

Commission des services électriques de Montréal [Montréal electrical services commission].

Ecocentre

Community based facility where residents can drop off recyclable and reusable materials as well as obtain information and educational material, and participate in activities focussing on environmental protection.

Ecodistrict (program)

Program aimed at promoting initiatives submitted by groups of residents seeking to improve the quality of life in their neighbourhood.

Entente MCC-Ville [MCC - City agreement]

Agreement between the Québec culture ministry and the City of Montréal for the development of the City's historical district.

FFLA

Fund for Financing of Local Activities.

Function

An area of interest to the City; each is subdivided into budget programs.

Fund

Financial and accounting entity that manages and monitors resources or debts incurred for certain activities or to meet specific objectives.

HLM

Habitation àloyer modique [low-income housing].

Inter-fund transaction

An inter-fund transaction is a fund's use of a service offered by another fund, for which allocations are remitted in consideration.

Internal transaction

An internal transaction is an administrative unit's use of a service offered by another administrative unit. For which allocations are remitted in consideration.

Local distribution tax

Tax charged to abutting owners for the necessary infrastructure work (sidewalks, water system, sewer pipes, lighting and paving) resulting from the construction of a residential complex. This tax can be paid in cash or through yearly payments spread out over 10 or 20 years.

MMC

Montréal Metropolitan Community.

MUC

Montréal Urban Community, abolished with the creation of the new City of Montréal.

OMH

Office municipal d'habitation [municipal housing bureau].

Opération PEP

Program to eliminate electricity poles. Property owners whose electrical installations are affected by the program are compensated.

Opération Tandem

A neighbourhood watch and safety program implemented (under the general co-ordination of the City) by designated organizations in charge of fixed areas.

PAFREM

Programme d'aide financière au regroupement des municipalités [municipal merger financial aid program].

PALL

Programme d'acquisition de logements locatifs [rental unit acquisition program].

PAMAC

Programme d'acquisition de maisons de chambres [Rooming house acquisition program].

Paramunicipal corporation

A not-for-profit corporation created through government legislation or the City Charter which maintains a business relationship with the City.

POC

Programme Opération Commerce [Operation Commerce program].

PROCIM

Programme de coopération industrielle de Montréal [Montréal industrial co-operation program].

Program

A program is a subcategory of one of the City's areas of interest, run by a specific office. Programs are defined by the ministère des Affaires municipales et de la Métropole du Québec.

Property tax

A sum levied and annually collected on all immovables (land and buildings) located within the city limits. Property taxes are based on property values as registered on the taxation rolls, and are levied according to the rates determined annually by a city council bylaw.

PTI

Programme triennal d'immobilisations [Three-year capital expenditures program presented in the triennal statement of investment activity].

p.-y.

Person-years

Real-estate assessment roll

A register compiled by the Real Estate Assessment Department of the new City of Montréal listing all the necessary information to prepare a taxation roll. The property values recorded on the roll, on which tax rates are based, are supposed to reflect the market value of the property.

Real estate transfer

Transfer of ownership rights to a building following a sale or rental by emphyteutic lease. A 0.5% tax is imposed on the portion of the value of consideration up to $50,000, 1% on the portion of the value of consideration from $50,000 to $250,000, and 1.5% on the portion of the value of consideration over $250,000.

Rental property roll

Register of the rental value of all business facilities or offices belonging to an assessment unit entered on the real estate assessment roll, and where an activity subject to the business tax is carried out.

Residential, industrial and commercial renovation program

Grant programs aimed at promoting the purchase, restoration and renovation of buildings.

Resource redeployment

Standby credits to complete projects outside of the normal operating structure. These allocations are budgeted to support employees who are being reassigned.

Restated value, deferment (forward averaging)

Deferment (forward averaging) is a mitigating measure that allows value changes in a new roll (an increase or decrease), as compared with the previous roll, to be spread over three years.

One-third of the increase or decrease is applied to the value of the preceding roll, depending on the year. In 2002, two-thirds of the variation in the value will therefore be added to or deducted from the value on the preceding roll. The resulting amount becomes the base used to levy property taxes. Seven former municipalities on the Island of Montréal opted for this forward averaging following the tabling of the new three-year roll which came into force on January 1, 2001. The Charter of the new City of Montréal authorizes maintaining this measure.

S. de M.

Société de stationnement de Montréal [Montréal parking corporation] (limited partnership).

SDM

Société de développement de Montréal [Montréal development corporation].

Section

Part of a budget grouping a series of similar expenditures.

SHDM

Société d'habitation et de développement de Montréal [Montréal housing and development corporation].

SIDC

Sociétés d'initiative et de développement commercial [commercial initiative and development corporations] (formerly SIDAC).

SMEC

Saint-Michel Environmental Complex.

SPI

Société du parc des Îles.

SRRR

Street parking reserved for residents.

STM

Société de transport de Montréal [Montréal transportation corporation].

Subsidy

Financial assistance granted to a group, taxpayer or organization in areas of activity chosen by the municipal administration.

Surplus

Remaining revenues after expenses have been deducted.

Taxation roll

Valuation roll used to calculate property taxes. This roll reflects tax details established by legislators and the special conditions voted on by the city council.

Tax credits for certain artists

Financial assistance program in the form of a business tax subsidy given by the City to professional artists for research and creation of workshops in the visual arts and fine crafts.

Triennial or three-year roll

In September 2000, the MUC's assessment department filed the three-year rolls that will apply to the 2001, 2002 and 2003 fiscal years. The value recorded on this roll will remain unchanged for the three years unless, in the meantime, a modification or correction is made regarding the assessed property.

Use of public property

Owners of permanent structures, such as stairs, balconies, walkways or underground passages, that are built, either entirely or partly, on property normally reserved for public use are charged a rent for the use of such public property. The rent may range from a symbolic amount to a fixed rate per contract, or may be calculated based on a value established by the City.

User fees for municipal services

Amounts levied, mainly for water consumption and for garbage and recycling collections in some former municipalities that are now part of the new city. These user fees may be levied on various bases, either on the property-owner or the leasee.

Water and service tax

The water and service tax is charged to anyone in the former City of Montréal who rents or occupies business space registered on the rental property roll.